

CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 20th October, 2011 at 5.00 p.m. at the Civic Offices, Telford

PUBLISHED ON WEDNESDAY, 26th OCTOBER, 2011

(DEADLINE FOR CALL-IN MONDAY, 31st OCTOBER, 2011)

PRESENT: Councillors K.S. Sahota (Leader and Chair), S. Davies, A.R.H. England, W.A.M. McClements, R.A. Overton, H. Rhodes and C.F. Smith

ALSO PRESENT: Councillor A.J. Eade (Conservative Group Leader) and Councillor G.M. Green (Lib Dem/Independent Deputy Group Leader)

CB-46 MINUTES

RESOLVED – that the minutes of the meeting of the Cabinet held on 22nd September 2011 be confirmed and signed by the Chairman.

CB-47 APOLOGIES FOR ABSENCE

Councillors E.A. Clare and P.R. Watling

CB-48 DECLARATIONS OF INTEREST

None

CB-49 UPDATE ON CONFIGURATION OF HOSPITAL SERVICES IN SHROPSHIRE, TELFORD & WREKIN

The Chair welcomed Adam Cairns, Chief Executive of the Shrewsbury & Telford Hospitals NHS Trust, who was present to give an update on the proposals for the future provision of hospital services in Shropshire, Telford & Wrekin.

Mr Cairns reported that the Outline Business Case for the proposals had been approved by the various Trust Boards, but dialogue was continuing with local stakeholders and the community on developing the designs for the new facilities at the Princess Royal Hospital (PRH) and putting together the Full Business Case. Mr Cairns reminded Members of why the changes to services were required, particularly in relation to keeping services in the county. For most patients, most of their services were not changing – 98% would continue to go to the same hospital as now. The improved services and facilities for patients would be focussed on the landmark development at PRH for a new Womens and Childrens Centre, and on the concentration of acute inpatient surgery at the Royal Shrewsbury Hospital.

There had been a high level of support for the proposals from Telford & Wrekin residents. One significant area of concern, however, related to travel and transport for those services moving from Telford to Shrewsbury. In response to this, it was proposed to have a shuttle bus service between the hospital sites for patients, visitors and staff. Work was progressing on a Travel and Transport Plan, and this was something the Council might be able to assist with.

In terms of next steps, the Full Business Case would be submitted for approval in Spring 2012, after which the main changes could start to be put into effect. It was expected that the new Women and Childrens Centre at the PRH would open in 2014. One earlier change would be implemented shortly with the move of vascular surgery to the Royal Shrewsbury Hospital. This would assist in the Trust gaining designation as a centre for aortic aneurysm screening. It was also reported that the Trust had been designated by the Department for Health as a "trauma unit", which was essential to the retention of services within Shropshire.

Members asked Mr Cairns a number of questions, and affirmed their support for the objective of retaining acute services in Shropshire, Telford & Wrekin. In response to a question about the time/cost of medical consultants/specialists travelling between the two hospital sites, Mr Cairns advised that job planning ensured that consultants had dedicated time at both sites, and there was no risk to patient wellbeing. In response to a question on current waiting times, Mr Cairns stated that the Trust was focussed on dealing with a backlog of patients, through additional outpatients clinics and increased surgical activity, with the aim of resolving the issue by the end of the 2011/12 financial year.

CB-50 FINANCIAL MONITORING 2011/12

Key Decision identified as **Financial Monitoring and Financial Updates** in the Forward Plan published on 16th September 2011.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Head of Finance, which provided Members with the latest financial monitoring information for 2011/12.

It was reported that Revenue spending for the year was projected to be within budget at year end, but only after using £2.011m of the remaining corporate contingency. The call on the contingency would be reduced by £0.3m if the proposals in the 100 day Budget Review (currently out for consultation) were approved at Council on 24 November 2011. The main pressures were: the cost of Adult Social Care purchasing (projected overspend of £0.9m); the cost of Children in Care placements and use of agency staff in the Safeguarding service (projected net overspend of £0.76m); the cost of Specialist Education (projected overspend of £0.33m); along with income shortfalls and inflationary pressures. Projected variances of over £0.100m for each service delivery unit were detailed in the report.

There were benefits from active treasury management, the New Homes Bonus Grant, restructure/employee savings and transport efficiencies, and it

was proposed to carry this benefit forward to 2012/13 to create a one-off contingency for 2012/13. But it was clear that the Council would have an extremely challenging position for next year, and it was essential that very tight control on spend was exercised for the remainder of the current year.

If the 100 day Budget proposals were approved, the capital programme would total £100m, which also reflected adjustments for re-phasing and new approvals. Spend to date was 21% and robust programme management and monitoring was in place to ensure schemes were delivered. Appended to the report were a number of new allocations and virements for approval. The capital programme over the next few years relied on a significant amount of capital receipts as part of its funding which was also being closely monitored.

Collection levels for NNDR and Council Tax collection were behind target at the end of August, and were being closely monitored. Provisional figures for September were closer to the target position. Sales Ledger debt continued to be pursued, and was now part of the new financial management system. This was still in a transitional phase, and further detail would be brought to future meetings.

During the ensuing discussion, Cllr Eade (Conservative Group Leader) expressed concern at the continued overspend on Children in Care placements and questioned whether this budget was out of control. The Cabinet Member responded that there was an action plan in place, and no placement could be agreed without Head of Service approval. There had been a recent increase in numbers of children in care, but this reflected national trends. The over-riding consideration should be on the welfare of the child.

RESOLVED –

- (a) that the 2011/12 revenue spend, currently projecting to be within budget at year end, be noted.**
- (b) that the proposed uses of the Contingency, as detailed in section 6.2 of the report, be approved.**
- (c) that the position in relation to capital spend be noted;**
- (d) To RECOMMEND to COUNCIL that the new capital allocations and virements detailed in Appendix 3 of the report, be approved;**
- (e) that it be noted that income collection was slightly behind target for NNDR and Council Tax at the end of August 2011.**

CB - 51 INVESTMENT INTO TELFORD ICE RINK (BUSINESS CASE)

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

Councillor A.R.H. England, Cabinet Member: Leisure & Wellbeing, presented the joint report of the Head of Leisure, Libraries & Customer Services and the Head of Property & ICT, which set out proposals for an 'in-house' option for the management of the Ice Rink. He thanked the officers involved for their hard work in developing these proposals.

The Ice Rink was in need of significant investment, and a procurement process was commenced in June 2010 for an external operator under a lease agreement. However, an 'in-house' option was now being explored as a more viable financial business model which could see the income from the Ice Rink retained by the Council and reinvested into the facility longer term, and not lost to a private sector provider.

Proposals for an 'in-house' option included the refurbishment and extension of the Ice Rink to provide a soft play facility, enhanced reception, boot change and welfare facilities, and the creation of a restaurant unit leased to an independent operator. There would also be significant work on improving the ice pad and replacement of the refrigeration plant.

A financial business case had been prepared, and was appended to the report. There would be a small additional cost of £8k in the current financial year due to the cost of borrowing. This identified both the capital and revenue implications of the 'in-house' proposal. If approved, the Ice Rink would need to close for four months from June 2012 whilst internal refurbishment works were carried out. There would also need to be a staff restructure which would be carried out in line with the wider corporate restructuring process.

Councillor Eade (Conservative Group Leader) questioned the use of prudential borrowing to fund the proposals, and stated that he did not think all the options for a private sector or social enterprise business model had been explored. In response, the Cabinet Member reported that the revenue cost of the borrowing would be recouped within a few years through increased income and efficiency savings. The potential risks of transferring the running of the Ice Rink to a private sector company were also referred to.

RESOLVED –

- (a) that the proposed 'in-house' development option for the Ice Rink be approved, subject to inclusion in the approved Service & Financial Planning Strategy for 2012/13;**
- (b) To RECOMMEND to COUNCIL that the inclusion of the revenue and capital implications in the Budget Strategy for 2012/13 as well as the expenditure in 2011/12, as set out in Appendix 1 of the report, be endorsed.**
- (c) that authority be delegated to the Head of Property & ICT, following consultation with the Cabinet Member for Housing, Regeneration & Economic Development, to award any contracts necessary for the delivery of all the works outlined in the report;**

- (d) that the incorporation of the retail unit into the Property Investment Portfolio in return for a capital investment, as set out in the report, be approved.
- (e) that authority be delegated to the Head of Governance to seal or sign any documents required to give effect to the above resolutions.

CB - 52 DAWLEY SPORTS & CO-OPERATIVE LEARNING COMMUNITY – SPORT ENGLAND BID SUBMISSION

Key Decision identified as **Dawley Sports & Learning Community – Sport England Grant Funding** in the Forward Plan published on 16th September 2011.

Councillor A.R.H. England, Cabinet Member: Leisure & Wellbeing, presented the joint report of the Head of Leisure, Libraries & Customer Services and the Head of Property & ICT, which updated Members on the funding bid to Sport England to contribute towards the sports and leisure provision at the new Dawley Sports & Co-operative Learning Community.

Since a successful Stage 1 funding submission to Sport England of £1.210m, a number of the contributing sports bodies had had to reduce or withdraw their funding following a reduction in their capital and revenue allocations from Government. There were also some changes in technical requirements for the project. The overall impact was a funding gap of £683k for the sporting element of the project outlined in the Stage 1 bid.

As a result, the Council had considered a revised option with the full support of Sport England, who had encouraged the Council to increase their Stage 1 bid from £1.21m to a Stage 2 bid of £1.5m, and had given their support to continue with an 8 court sports hall solution. The total projected capital cost for the sporting facilities was therefore £1.965m, with the Stage 2 bid consisting of a national BMX track, full size 3G pitch for Rugby League and an 8 court sports hall facility for Netball, Table Tennis and Rugby. The full financial implications were detailed in the report. There was currently a funding gap of £290k that the Council would be required to underwrite. Sport England's decision on the Stage 2 bid would be made on 16 November 2011.

The Cabinet Member thanked the officers involved for their hard work in developing the revised option.

RESOLVED –

- (a) **TO RECOMMEND to COUNCIL that a Stage 2 bid for £1.5m to Sport England as per the agreed timescales and advice be approved, taking into account the major opportunities of the iconic sporting facilities to be developed in Dawley, and the identified risks;**

- (b) That, subject to full Council approval of the funding as part of the approved budget, authority be delegated to the Head of Leisure, Libraries & Customer Services, following consultation with the Cabinet Member for Leisure & Wellbeing, to accept the Sport England offer if successful; enter into all necessary legal and financial agreements; and take all steps necessary to progress and deliver the alternative project in accordance with the proposals outlined in the report and the required timescales.

CB - 53 DECLARATION OF MADEBROOK POOLS AND STIRCHLEY DINGLE LOCAL NATURE RESERVE

Key Decision identified as **Declaration of Madebrook & Stirchley Dingle Local Nature Reserve** in the Forward Plan published on 16th June 2011.

Councillor S. Davies, Cabinet Member: Environment, Co-operative Council & Partnerships, presented the report of the Head of Housing & Planning that sought approval for the declaration of a new Local Nature Reserve (LNR) around the pools in Madebrook and Stirchley Dingle

The proposal had been developed in liaison with a local community group (the Madebrook & Stirchley Dingle Steering Group) and would involve volunteers carrying out small scale conservation tasks as part of the management of the site. A plan showing the boundary of the site was appended to the report. The land to be designated as the LNR was in Council ownership, and fulfilled the requirements for becoming a formal designated site.

Subject to approval, the next stage would be to seek formal designation of the LNR with Natural England prior to final declaration.

Members welcomed the report, and the level of community involvement in the development of the proposals.

RESOLVED –

- (a) that the declaration of the Madebrook Pools and Stirchley Dingle Local Nature Reserve be approved;
- (b) that authority be delegated to the Head of Housing & Planning, following consultation with the Cabinet Member for Environment, Co-operative Council & Partnerships, to complete the declaration process.

CB-54 LOCAL GOVERNMENT RESOURCES REVIEW – PROPOSALS FOR BUSINESS RATE RETENTION

Non-Key Decision

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery, presented the report of the Head of Finance which contained suggested responses to a Government consultation on proposals for a

scheme of business rate retention that would replace the current system of local government finance

The proposed Business Rate Retention Scheme would operate from 2013/14 onwards and was designed to provide strong incentives for local economic growth. The proposal included a number of components, including setting a baseline using the 2012/13 formula grant as a reference point; applying tariffs and top-ups to establish a fair starting point; charging levies for disproportionate growth; and a safety net mechanism to ensure no marked year-on-year fluctuations in resources.

The consultation documents contained 33 questions supplemented by eight technical papers with further questions. Detailed responses to the consultation questions had been prepared, and were appended to the report. Among the key points made were the need to use 2012/13 formula grant before damping as a true reflection of the needs of an area, and agreement that new burdens should be funded by way of specific grants. The Cabinet Member added that there were some concerns about the impact on the Council's funding under this system if a large business enterprise in the Borough were to close.

RESOLVED - that the consultation responses shown in Appendix 1 of the report be approved.

CB-55 REPRESENTATION ON OUTSIDE BODIES 2011/12

Non-Key Decision

Councillor R.A. Overton, Deputy Leader, presented the report of the Head of Governance which asked Cabinet to consider some revisions to the list of Member appointments to Outside Bodies.

The Local Access Forum had amended its terms of reference to provide that one of the two elected representatives from the Council should be the relevant Cabinet Member. There was currently a vacancy on the Forum, as Councillor S Bentley's membership had ceased (for being absent from meetings for at least 12 months). Vacancies had also arisen for appointments to Age Concern Shropshire, Telford & Wrekin and to Telford & Wrekin Citizens Advice Bureau following Councillor F Bould's wish not to continue with these commitments due to a change in personal circumstances.

RESOLVED –

- (a) that the Cabinet Member: Leisure & Wellbeing be appointed to the Telford & Wrekin Local Access Forum until November 2012;**
- (b) that Councillor F.R. Picken be appointed to Age Concern Shropshire, Telford & Wrekin for the remainder of the Municipal Year;**

- (c) that Councillor A.R.H. England be appointed to the Telford & Wrekin Citizens Advice Bureau – Management Board for the remainder of the Municipal Year.

CB-56 URGENCY RESOLUTION – SECTION 100B(4) LOCAL GOVERNMENT ACT 1972

The Chair made the following statement:

“I am of the opinion that the following item of business should be dealt with as a matter of urgency at this meeting in order to avoid any unnecessary delay.”

CB-57 REVIEW OF PARLIAMENTARY CONSTITUENCIES – COUNCIL RESPONSE

Non- Key Decision

Councillor R.A. Overton, Deputy Leader, presented the report of the Head of Governance regarding initial proposals published by the Boundary Commission for England for future parliamentary constituencies in England.

The Boundary Commission’s proposals for the Borough were that there should be a Telford North and The Wrekin constituency and a Bridgnorth and Telford South constituency. Appended to the report was a more detailed consideration of the Commission’s initial proposals against the statutory criteria – foremost of which was that every constituency must have an electorate of between 72,810 and 80,473. At the request of the Mayor, and Extraordinary Council Meeting had been convened for 3 November 2011 to agree a Council response to the proposals in advance of public hearings in Ludlow on 7 and 8 November.

Members noted that the only practical options for change would only take place using the overall envelope of the two proposed constituencies. However, it was felt that there were other ways in which it could be looked at, to better reflect the boundaries of the New Town urban conurbation in particular.

RESOLVED – that officers be asked to work on an alternative proposal for debate at full Council on 3 November 2011 that, instead of splitting the Borough into a north and a south, using the M54 as a dividing line, presents two constituencies, one as an urban centre with a second constituency with a rural/ market town hinterland, providing arguments for and against such a proposal based on the secondary criteria detailed in paragraph 3.3 of Appendix 1 of the report.

The meeting ended at 6.10 p.m.

Signed for the purposes of the Decision Notices

**Jonathan Eatough
Head of Governance
Date: 28 September 2011**

Signed:

Date:

TELFORD & WREKIN COUNCIL

**CABINET – 10 NOVEMBER 2011
COUNCIL – 24 NOVEMBER 2011**

**100 DAY REVIEW OF 2011/12 SERVICE & FINANCIAL PLANNING
STRATEGY**

**REPORT OF THE INTERIM CHIEF EXECUTIVE AND CHIEF FINANCE
OFFICER**

1. PURPOSE

- 1.1 To set out final proposals to revise the Council's capital programme and the revenue budget for 2011/12 following completion of consultation on the proposals approved by the Cabinet on 26 July 2011.

2. SUMMARY

- 2.1 The Cabinet approved a set of proposed amendments to the budget that had been set by full Council in March at their meeting held on 26th July 2011.
- 2.2 These amendments particularly focussed on reducing the ongoing cost of servicing outstanding debt. Proposals included halting the planned construction of new Civic Offices which alone will generate ongoing annual savings of £1.1m. Other proposals included scaling back other capital projects but it was also proposed that some of these savings should be used to increase investment in the maintenance of roads and footpaths.
- 2.3 In total the proposals to reduce the cost of outstanding borrowings will generate savings of £0.567m in 2011/12 rising to ongoing annual savings of £2.935m by 2015/16.
- 2.4 Other proposals included in the report, and also included in financial monitoring reports, were expected to generate a net revenue saving of over £1m during the current year giving a total expected revenue saving in 2011/12 of £1.6m.
- 2.5 An extensive range of consultation took place over the summer to seek people's views on our budget proposals, along with what people's priorities are for the future and what they think the Council should be doing differently to save more money. Over 3,000 people participated in total, with 669 giving their views on the 100 day budget specifically. Results from this exercise relating to the 100 day budget proposals were generally extremely positive.

- 2.6 An equality impact assessment has also been completed and has not identified specific issues that need to be addressed. It has identified a number of positive impacts that can be expected from the proposals. It has also confirmed the need for further engagement regarding Community Hub services and Newport regeneration.
- 2.7 Cabinet are therefore asked to reaffirm the recommendations from the 26th July Cabinet report. These proposals will amend the Council's budget framework and, if approved by Cabinet, will therefore be considered at full Council on 24th November 2011.
- 2.8 This report primarily deals with changes to the budget approved for the current year. The draft service and financial planning strategy for 2012/13 and future years will be considered at Cabinet on 22nd December 2011 with publication of the proposals taking place in mid December 2011. Publication of the proposals will commence a third phase of consultation which will focus on the overall service and financial planning strategy for 2012/13 and future years.

3. RECOMMENDATIONS

Members are asked to note the results of the consultation exercise and to approve the following recommendations for consideration by Council on 24th November 2011:-

- 3.1 The cancellation of the planned building of new Civic Offices to generate additional ongoing revenue savings of over £1.1m p.a.**
- 3.2 The development of a Community Hub in the Southwater area of Telford Town Centre which will provide customer access to Council services and a new library. The Community Hub could also provide space for community groups/organisations, and other public sector bodies – making the Community Hub a Cooperative Council centre.**
- 3.3 Changes to other capital projects and the generation of additional capital receipts generating ongoing revenue benefits of over £1.75m pa**
- 3.4 A much stronger emphasis on improved procurement processes in order to deliver savings which reduce the overall impact of grant cuts on front-line services.**
- 3.5 Increased investment in the maintenance of roads and pavements of a further £1.3m capital in 2012/13 and £0.25m in 2013/14 over and above the existing approved capital programme;**
- 3.6 Investment of £2.3m in a regeneration scheme for Hadley and £1.9m for Oakengates;**

- 3.7 Creation of a capital budget of £45k to match fund projects of up to £7.5k in each of the 6 Borough Town areas;**
- 3.8 Reinstatement of free swimming for under 16s with a flex card**
- 3.9 Allocation of up to £0.6m one-off funding to provide additional support for employees facing compulsory redundancy;**
- 3.10 Contributing £25k one off funding to a small business loans fund;**
- 3.11 Creation of a Co-operative Council initiatives budget of £15k;**
- 3.12 Carrying forward revenue benefits identified in the report of around £1.6m as a one-off benefit to help support the budget for 2012/13 together with any unspent element of the contingency at year end;**
- 3.13 Note the responses to the engagement exercise included in section 8 and Appendix 1 and the comments of the Budget & Finance Scrutiny Committee included as Appendix 3 of this report.**

3.14 Summary of the net Revenue budget savings from the proposals

The net savings generated by the proposals contained in this report for the Council's revenue budget, are summarised in the table below:-

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Ongoing £m
Impact of changes made to capital programme and benefit of additional capital receipts (see paragraph 7.8)	(0.567)	(1.191)	(1.603)	(2.747)	(2.935)
Impact of revenue items (see paragraph 7.10.iv)	(1.035)	2012/13 -2014/15 proposals and baseline position will be developed in accordance with the normal budget timetable and public consultation			
Overall saving	(1.602)				

The review focussed on delivering further savings in both the current year (2011/12) revenue budget and four year capital programme in order to reduce the future service impact of government grant cuts. The changes proposed will also feed into the 2012/13- 2014/15 service & financial planning process for which an overall strategy and specific proposals are currently being worked on for initial consultation with those service users likely to be most affected by the proposals for 2012/13. This phase of consultation will be undertaken prior to finalisation of an overall package for consideration by Cabinet in

December. In order to allow sufficient time for this second phase of consultation on the initial proposals with service users which will also help to inform equality impact assessments and proper consideration of the results from this consultation exercise, it is now proposed that the Service & Financial Planning strategy for 2012/13 should be considered at Cabinet on 22nd December 2011. Publication of this draft strategy in mid December will commence the third phase of consultation focussing on this overall proposed strategy.

4. THE FINANCIAL CONTEXT FOR THE COUNCIL

- 4.1 The Council agreed its budget for 2011/12 at the Council meeting held on 3rd March 2011. The report considered by Council highlighted that Government grants to the Council had been cut by £13.6m this year with a further cut in grant announced of £5.3m in 2012/13. These reductions were on top of cuts of £3m announced during the 2010/11 financial year. Allowing for the impact of inflation and the further cuts expected in 2013/14 and 2014/15, the council is facing a total reduction in grants from the Government in real terms of around £40m. Due to the scale and very significant front-loading of the cuts in grants, the Council set a budget for 2011/12 which was heavily reliant on the use of £9.2m of one-off resources in order to be able to phase in reductions in spending.
- 4.2 As well as the significant grant cuts, the Council faces a number of other financial pressures including pressure on budgets from comparatively high rates of inflation and increased taxes payable to the Government of £1.25m pa. There are also many service pressures, particularly on care services for children and adults.
- 4.4 Given the use of £9.2m of one off resources to support the budget in 2011/12 and the further grant cuts and under-lying budget pressures facing the council in 2012/13 significant further efficiencies and cuts will be needed to help bridge the projected budget gap facing the Council in future years.
- 4.5 Projections beyond 2012/13 have a high degree of uncertainty because the Council only received a 2 year grant settlement covering 2011/12 and 2012/13 pending a major review of the local government finance system with no details yet available of how this may impact on the Council. However based on the national planning totals announced in the October 2010 Comprehensive Spending Review further grant cuts of at least £4.8m are expected over the 2013/14 – 2014/15 period on top of underlying base budget pressures, inflationary pressures, any pay awards and demographic pressures in adult services are built in.
- 4.6 The Service & Financial Planning report considered at Cabinet in September included the following projections of the scale of the budget gap facing the Council over the next three years. (NB these figures are cumulative so should ongoing savings of £21.1m be implemented in

2012/13 the further gap for 2013/14 would be £6.2m) These projections reflected the savings that would accrue from the 100 Day Budget Review if approved.

2012/13 £m	2013/14 £m	2014/15 £m
21.1	27.3	31.4

5. **THE POLICY CONTEXT FOR THE COUNCIL**

5.1 The Council, as a member of the Local Strategic Partnership (LSP), remains fully committed to the realisation of the partnership’s long-term vision of “**a successful, prosperous and healthy community which offers a good quality of life for all the people of Telford & Wrekin**” that has been developed in consultation with the community.

5.2 Specifically, the new administration wants Telford & Wrekin to be a ***diverse, caring and enterprising Borough***. Through the Summer, the Council also carried out a comprehensive programme of consultation and engagement with the community to listen to, understand and respond to its views on medium and long-term priorities for the Borough, our thoughts remain that our approach must, as a minimum be focused on the realisation of seven key outcomes:

- Telford & Wrekin will be a great place to do business with higher levels of investment and business growth;
- Lower levels of poverty and social exclusion and greater well-being of households through higher numbers of residents in employment;
- Vulnerable children, young people and adults are safeguarded from harm and neglect;
- Even more children and young people are on the path to success in adult life through the provision of good quality education, training and jobs;
- A safe and cohesive place where people are empowered and have the confidence to play active roles in their communities;
- Improved health of people which enables them to live active, positive and independent lives;
- Mixed and sustainable communities with an increased supply of new housing, improved existing homes, and a high quality physical environment.

6. **GUIDING PRINCIPLES**

The Council’s budget review was framed around a number of guiding principles. The Council’s guiding principles, which should inform and direct our strategy, are:

- To develop spending plans that are based on and address the community's needs and priorities;
- Be open and transparent in how resources are spent across the Borough, but target spend at issues and areas where needs are greatest;
- As a Co-operative Council, work with our community to identify creative new ways of delivering services and ensuring that needs in the Borough continue to be addressed;
- Seeking to minimise the level of Council Tax increase, balanced against growing demands for Council services and protecting services from cuts (NB. This budget review is not considering levels of Council Tax in 2011/12 or beyond);
- Deliver efficiencies and savings, as far as possible minimising the impact on the quality of services, particularly through improving our approach to procuring goods and services;
- Look for external investment e.g. Government grants, to address priorities;
- Set aside some additional money to deal with any unforeseen circumstances caused by the current economic situation;
- Taking a responsible approach to the use of Council reserves that balances the need for financial prudence and sustainability with the need to maintain and protect important frontline services;
- Where possible cut the Council's reliance on borrowing for some capital schemes so that expenditure on debt repayments can be reduced;
- Sell some of the Council's land and property to reduce borrowing, cut running costs, and – where there is a strong business case – to fund priority facilities and schemes.

7. PROPOSALS APPROVED FOR CONSULTATION IN JULY 2011.

7.1 In the light of the guiding principles and from the review work undertaken, the following revisions were proposed to the Council's existing Service & Financial Planning Strategy as part of the 100 Day Budget Review approved by Cabinet in July 2011:

A. CAPITAL PROGRAMME

- 7.2 A review of the capital programme to identify where spending which is not contractually committed was undertaken in order to identify projects which could be cancelled, scaled back or deferred with the aim of reducing the levels of borrowing planned by the previous Council.
- 7.3 Significant changes to capital projects were proposed in relation to:

1. **Civic Offices Accommodation** – In May/June 2011, a further review of the Council's future accommodation requirements was undertaken in the context of the budget setting exercise, requirements to maximise the flexibility of the Council's accommodation, property rationalisation and New Ways of Working. Following the review of accommodation it was concluded that a solution which utilises existing Council owned properties and therefore offers greater flexibility in the medium term for accommodation requirements was the preferred solution. In relation to Southwater, the review acknowledged that a number of drivers for a public sector led development in Southwater remained relevant. These drivers include:

- **Service Delivery:** A centralised Community Hub which would include first point/contact centre and potential for other public sector and voluntary sector co-location within the Town Centre, which is accessible to residents, was seen as being critical to maintaining high standards of accessibility and service delivery.
- **Regeneration:** Increased footfall arising out of a public sector led development was seen as key in supporting the wider regeneration of Southwater.
- **Precedent, Quality & Confidence:** A public sector led development was seen as critical in setting design and sustainability standards as well as raising confidence levels for private sector investors.
- **Evening Economy:** The development provides space for bars, restaurants and shops, thus supporting the creation of a vibrant evening economy.

In response to these drivers, proposals for a Community hub in Southwater (as detailed in the Telford Town Centre report also considered at Cabinet on 26 July 2011) were approved which accommodate the following uses:

- **Community Hub:** The building will provide accommodation for front line staff to deliver high quality customer services. The Community Hub could also provide space for community groups/organisations, and public sector bodies which will mean that the Community Hub will be a cooperative council centre. Options will be explored with voluntary and other public sector organisations over the coming months.
- **A Library and Fairshare Credit Union.** An improved library was identified early on as a critical component in the Southwater development in terms of offering an enhanced provision whilst freeing up the existing site for future development (as detailed in the Town Centre report considered of 26 July 2011 by Cabinet).

- Bars, restaurants and shops: Units, on the ground floor of this building will benefit from an enviable location at the head of Southwater Square, overlooking the new Southwater Lake.

In summary, the plan to build Civic Offices in the Southwater area of the Town Centre will not be progressed. Instead, the accommodation strategy will:

- Proceed with the sale of the existing Civic Offices site;
- Build only a Community Hub encompassing a customer first point/contact centre and new library in Southwater
- Rationalise office accommodation to reduce the number of buildings operated by the Council by moving out of older less efficient smaller buildings currently used in order to generate revenue savings as well as further capital receipts;
- Invest in space saving furniture as this will generate ongoing revenue savings by enabling employees to be located at a higher density so reducing the amount of space that the Council needs to occupy for office accommodation and therefore also reducing annual running costs;
- Retain the use of Darby House and utilise the Wellington office development
- Use existing Council owned buildings within, or around, the Town Centre as the accommodation solution
- Free up a valuable site for disposal in the Southwater area

A range of options for office accommodation have been reviewed and the financial implications assessed based around the need to continue supporting Telford Town Centre Regeneration, have locations within or around the Town Centre and utilise existing Council owned buildings. The objective is to identify an option which delivers flexibility in the Council's estate to accommodate changes in accommodation needs and makes better use of buildings already owned by the Council.

The revenue savings of the revised proposals compared to the existing approved budget are summarised below:-

2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Ongoing £m
(0.147)	(0.756)	(1.163)	(1.163)	(1.163)

2. **Building Schools for the Future (BSF)** – A review of the BSF programme has been undertaken. Proposals for changes are

included in a separate report elsewhere on this agenda. The majority of the programme is funded by grant from Central Government and therefore the opportunity for savings to the Council's budget is limited.

3. **Telford Town Centre** - A separate report considered by Cabinet on 26 July 2011 included proposals for revisions to the Telford Town Centre investment package. This report recommended an increase in the overall investment of £7.69m over the currently approved budget which is funded from additional capital receipts. This reinforces the commitment to Telford Town Centre through public sector led development to provide precedence, ensure high quality and provide confidence for the private sector. The revenue savings of the revised proposals and re-phasing compared to the existing approved budget are summarised below:-

2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Ongoing £m
(0.278)	(0.218)	(0.354)	(0.104)	(0.355)

7.4 Other revisions to capital schemes were also proposed:-

1. **Hadley local centre** – A revised scheme was proposed with a projected cost of around £2.3m. Although with a similar net capital cost to the scheme currently budgeted, this revised regeneration project has a significant revenue benefit compared to the previously proposed scheme as a result of better rental income in 2012/13 of £94k, in 2013/14 of £117k and on an ongoing basis of £45k pa. Due to commercial pressures relating to this project this scheme was approved and design work has commenced with a planning application submitted in October 2011.
2. **Wellington** – No changes were proposed to the scheme in Wellington and completion will continue as originally planned.
3. **Dawley** – No changes were proposed to the budget allocation for the Dawley regeneration project.
4. **Newport** – a scheme to look at environmental works around the canal up to a value of £50k will be designed and consulted on generating a saving of around £0.2m
5. **Oakengates** – a scheme focussing on Oxford Street and Market Street but including removal of the canopy on Limes Walk and other works costing around £1.9m in total was proposed generating a reduced borrowing requirement of £0.5m.

6. **Waste Bulking station** – It is proposed to delete this £3.9m project from the capital programme pending the outcome of a forthcoming waste and recycling procurement exercise
7. **Locality Management, BTI Small Grants and Ironbridge BTI** – Around £0.5m of these budgets was uncommitted at the time of the 100 Day Budget Review. No new commitments will be entered in to except that it was proposed to reserve an amount of £45k for potential matched funding for grants to projects of up to £7.5k in the 6 Borough Town areas. This will produce a net saving of around £0.455m from these budgets.
8. **Capitalisation Direction** – A capitalisation direction had been applied for which, if granted, would enable statutory redundancy payments to be treated as a capital cost and to be funded either from capital receipts or from prudential borrowing. The application was for an amount not exceeding £2.94m and was approved by the Government. When it is known how much of the allocation is used during the current year the revenue cost will be built in to the medium term financial projections.

In total the proposals outlined in section 7.4 of this report would result in reductions in prudential borrowing and revenue costs totalling:-

Year	(Reduction) / Increase in Borrowing £m.	Revenue Saving* £m.
2011/12	(6.711)	(0.182)
2012/13	1.511	(0.559)
2013/14	(1.516)	(0.520)
2014/15	1.600	(0.556)
2015/16	0	(0.473)
Total	(5.116)	(0.473)

* Excludes improved rental income of revised proposals for Hadley.

- 7.5 **Maintenance of Roads and Pavements** – reducing pot-holes and improving the condition of the roads and pavements is a high priority and this was confirmed through the recent consultation exercise. It was proposed to not only commit the additional £0.66m “pothole” grant from the Government, announced after the budget for 2011/12 had been agreed, but also a further £1.3m capital in 2012/13 and £0.25m additional capital in 2013/14 over and above the existing approved programme. Following this additional investment, the total approved programme for maintenance of roads and pavements will therefore be £5.7m in 2012/13 and £5.8m in 2013/14. The additional investment will be allocated on a priority needs basis and will be funded from savings

generated from the review of capital projects, including the deletion of the plans to build new civic accommodation outlined above.

7.6 **Capital Receipts** - In addition, the Council is exploring options for the realisation of further capital receipts, over and above expected amounts, from the sale of land or other assets (e.g. a separate report was considered by Cabinet in July 2011 in respect of the potential sale of the Council's interest in West Mercia Supplies) the proceeds of which could be used to pay down debt or act as an alternative to borrowing or other forms of more costly financing of priority schemes and projects.

7.7 Any additional capital receipts generated over and above the £80m approved by Council in March 2011 when the original budget for 2011/12 was set will potentially be used to reduce outstanding debt and so reduce the cost of principal and interest repayments which have to be borne by council tax payers. After updating projections of the capital receipts now anticipated over the medium term a significant revenue benefit compared to the current approved revenue budget is anticipated which is summarised in the table below.

The revenue costs/ (savings) of the revised proposals and re-phasing compared to the existing approved capital receipts budget are summarised below:-

2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Ongoing £m
0.040	0.401	0.441	(1.002)	(1.022)

7.8 **Summary of Capital Programme Changes : Savings on revenue budget** - In summary the revenue impacts of the changes to the capital programme and assumptions on the generation of additional capital receipts in future years is detailed in the table below:-

	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Ongoing £m
Civic accommodation	(0.147)	(0.756)	(1.163)	(1.163)	(1.163)
Town Centre project	(0.278)	(0.218)	(0.354)	(0.104)	(0.355)
Other capital projects	(0.182)	(0.559)	(0.520)	(0.556)	(0.473)
Improved rental income at Hadley		(0.094)	(0.117)	(0.045)	(0.045)
New investment in road maintenance		0.035	0.110	0.123	0.123
Revised schedule of capital receipts	0.040	0.401	0.441	(1.002)	(1.022)
Total revenue impact	(0.567)	(1.191)	(1.603)	(2.747)	(2.935)

B. REVENUE BUDGET

7.9 The review of the Council's revenue Budget for 2011/12 had 3 dimensions, with proposals based on:

- Revisions to spending priorities;
- Identification of further savings;
- Additional contributions to balances to help off-set pressures for next year's budget;

7.10 A full strategic and comprehensive review of the Council's budget is being undertaken to prepare our medium-term strategy for 2012/13 and beyond. This review will benefit from the data gained through the extensive consultation and engagement activity undertaken during the summer period.

(i) Revisions to spending priorities

- **Support to employees facing compulsory redundancy** – It was proposed to allocate a sum of up to £0.6m in order to support employees facing compulsory redundancy. The mechanism for using this funding and specifically where it should be targeted has been agreed between Members, officers and Trade Union representatives. Any use of this allocation during the current year will be funded on a temporary basis (from balances) with the total cost being met from reducing the assumed contribution to the single status provision in 2012/13.
- **Reinstatement of free swimming for Under-16s** who have a Flex Card. It was proposed that this change should take effect from the beginning of the School Summer holidays. Net cost of this was estimated at £30,000 which is to be funded from a reduction to the Community Fund Budget and, as such, has no net impact on the overall revenue budget.
- Creation of a small **Co-operative Council initiatives** budget which can be used to provide pump-priming monies for relevant community projects. This budget of £15,000 is again funded from the existing Community Fund and therefore had no net impact on the Council's overall budget.
- **The Community Fund** (formerly ££s for Projects) to operate, following the changes outlined above, at a level of £54,000, allocated on the basis of £1,000 per ward member.
- **Contribution to Small Business Loans Fund** – It was proposed to make a revenue contribution of £25k to a small business loans fund. The Council is working with local business people to establish a small business loans fund based on co-operative principles.

- Appointment of a **Director of Children's Services**- a key commitment of the new administration. The interim appointment from early August will cost around £75k this year. Funding for the ongoing position will form part of the review of senior management currently being undertaken by the Interim Chief Executive.

(ii) Identification of further savings

- Any further efficiency savings from existing revenue budgets that can be identified during the remainder of 2011/12 will be used to create a one-off benefit to help with pressure on the 2012/13 strategy;
- The budget for 2011/12 assumed that a contribution of £1.2m would be received from schools buy-back following reductions of £2.4m made by the Government to “non-front-line” schools grants”. Rather than place additional pressure on schools’ budgets at a late stage in their financial planning timetable, it was proposed that existing arrangements continue in 2011/12 and that this additional support for schools be met from the sources identified in Appendix 1 of the July cabinet report.
- Procurement – Having already set 20% non staff savings targets across the authority the Council is increasing the emphasis on procurement and the attainment of efficiencies to achieve the 20% non staff savings so that service cuts are minimised. To this end there is a new impetus being placed on procurement across the organisation. Savings on procurement in the region of £0.74m and £1.8m have been delivered in the last 2 financial years and about £0.6m are already identified for this financial year. However, we can and will improve on this figure. To do that we have established a task force working in every part of the organisation to improve our procurement practices with the sole objective of driving out savings without compromising service delivery. For example we are working with Improvement & Efficiency West Midlands, the local Regional Improvement and Efficiency Partnership, to secure further savings in high spend areas including family and community services, adult social care, energy and environmental services. Furthermore all key contracts are being reviewed to ensure that they are as competitive as they can be and all future contracts will be carefully considered using these criteria. Re-structuring in key areas, including family and community services, adult social care, environmental services and ICT are creating specialist procurement positions that will be supported by a central procurement team that can provide expert support and develop cross cutting procurement opportunities. In this way we are confident that we can maximise procurement savings and reduce the impact of service cuts.

(iii) Additional contributions to balances to help off-set pressures for next year's budget

- The Budget Review agreed that as part of the preparation for the 2012/13 budget strategy any additional savings generated in 2011/12 over and above the amounts agreed when the 2011/12 budget was approved will be treated as additional contributions to balances. Amounts identified to date include:-
 - Re-tendering of insurance arrangements has generated savings of around £0.25m for General Fund (and £0.15m to be allocated for schools);
 - Reductions in Special Responsibility Allowances agreed by the new administration will save £0.04m pa
 - New Homes Bonus grant of £0.615m;
 - Impact of slippage on 2010/11 capital programme (c. £0.3m one-off benefit in 2011/12
 - Treasury management investment opportunities generated a further £0.13m benefit in 2011/12
 - The revenue implications of changes to the capital programme summarised in section 7.8 of this report totalling £0.567m

It is proposed that these net revenue benefits totalling £1.6m are carried forward as a one-off benefit in to 2012/13. In addition any underspend on the contingency at year end will also be carried forward to provide further one-off benefits for the 2012/13 budget.

7.10.iv Summary of changes to revenue budget

	2011/12 £m	2012/13 £m
Additional support to employees facing compulsory redundancy to be funded from use of single status contribution in 2012/13	0.200	0.400 (0.600)
Reintroduction of Free Swimming for Under 16s	0.030	0.030
Co-operative Council Initiatives budget	0.015	0.015
Community Fund	0.054	0.054
££s for projects	(0.099)	(0.099)
Contribution to Small Business Loans Fund	0.025	
Director of Children's Services – interim arrangements	0.075	
Insurance re-tender	(0.250)	(0.250)
Reduced Special Responsibility Allowances	(0.040)	(0.040)
New Homes Bonus	(0.615)	(1.300)
Treasury Management	(0.430)	
Total revenue impact	(1.035)	(1.790)

8. SUMMARY OF ENGAGEMENT RESULTS

- 8.1 Since July, over 3,000 people have participated in an extensive programme of community engagement covering a range of topics. This programme included a survey on the 100-day budget, which people completed online, face to face and by post. There were 669 responses to this survey.
- 8.2 The survey focused on seven key proposals. Respondents were asked to indicate how strongly they agreed or disagreed with each proposal and were also given the opportunity to add additional comments. The table below summarises the responses and comments received. For further details and analysis, please see Appendix 1.

Proposal	% strongly agree or agree	% strongly disagree or disagree	Summary of comments
Invest more in maintaining roads & pavements	88.9%	5.4%	Most of the comments were supportive of this proposal with many respondents suggesting additional improvements. There were a small number that thought our roads met satisfactory standards for the time being.
Set up a small loans fund with other local business people to support small businesses	76.2%	10.7%	Most respondents welcomed this proposal and the comments largely reflected the need for encouragement and support. A small number of respondents felt that the Banks should provide loans, rather than the local authority.
Not going ahead with new Civic Offices	75.3%	18.4%	The majority of respondents agreed with this proposal, and there was support for us to utilise existing empty office space by Council staff. Of those that didn't agree, the reasons were because they felt that there was a need for a 'flagship' civic building in the Town Centre or that it would not be cost effective to have employees at several locations.
Revise the Town Centre	73.2%	15.0%	The majority of respondents agreed with this proposal and there

redevelopment scheme			was support for keeping Meeting Point House in its current location. Of those that didn't agree, it was felt that the proposed additional car park was not needed.
Reinstate free swimming for under 16s	67.3%	21.1%	The majority of respondents supported this proposal and there were a number of positive comments. However, out of all the proposals in this survey, this was the one that people queried the most given the current financial climate. Of those that didn't agree with the proposal, it was felt that parents/schools should pay, or that free swimming should be available to other groups e.g. senior citizens or that a nominal fee should be charged for all.
Revised regeneration scheme in Newport	65.7%	14.3%	Although the majority of respondents supported this proposal, the majority of comments received were from those that were not in agreement, including concerns about additional housing and retail developments.
Revised regeneration scheme in Oakengates	64.5%	12.4%	As above, although the majority of respondents supported this proposal, the majority of comments were from those that were not in agreement. Some felt that more help was required to stimulate businesses and trade, whilst others felt that the investment was a waste of money.

B. DEVELOPING OUR STRATEGY FOR 2012/13 & BEYOND

8.3 As mentioned above, a strategic and comprehensive review of the Council's budget is being undertaken to prepare our medium-term Service & Financial Planning Strategy for 2012/13 and beyond. To support this process, a number of key workstreams have been identified and are in progress to identify opportunities, options and choices. These workstreams include:

- Consultation and engagement with the service users most affected by initial ideas for potential savings measures during the remainder of this month. From mid December a comprehensive programme of engagement with the wider community will commence on the overall

service and financial planning strategy for 2012/13 and future years. The results from this exercise will inform the Cabinet's final decisions which will be taken at Cabinet on 23rd February 2012.

- Establishment of a Procurement Task Force within the Council to further challenge current procurement practices and ongoing contract management arrangements and target the delivery of further efficiency savings;
- New ways of working and accommodation review – to deliver significant potential savings from the sale of surplus buildings and reduced running costs;
- Creation of an Economic Development Strategy Review Group which is looking at updating our approach to maximise the improvement we can make to the economic welfare of the residents of the Borough
- Progressing the major service review of children's and adults' services;
- Waste Project Board – reviewing our approach to waste management
- Development and implementation of Co-operative Council work programme which includes a review and improvement of local working arrangements with the voluntary and community sector and with Town & Parish Councils;
- Continuation of the restructure programme as planned
- Generation of non-staffing savings proposals for 2012/13 and future years highlighting the rationale for the proposal, implications and ways that the impacts could potentially be mitigated
- Review of capital receipts projections (sites, timings and values)

8.4 Underpinning these reviews will be the ethos that this Council wishes to:

- avoid compulsory redundancies for its employees wherever possible, though we cannot guarantee to protect every job;
- safeguard vital frontline services and to protect the elderly, the young and the most vulnerable people in our Borough, but we cannot guarantee to protect every service that the Council currently provides;
- work with residents, communities, partners and our workforce to find new ways of working and doing things differently and better with our communities.

8.5 Specific savings proposals are currently being developed and those ideas that are deemed to have the most significant impact on specific service users are currently the subject of a second phase of consultation to assess what the impacts on service users are and whether there are ways that these impacts can be reduced.

8.6 Details of the work undertaken by the Budget & Finance Scrutiny Committee and comments from the Committee are included as Appendix 3 of this report.

9. **KEY DATES**

- Council 24th November 2011 – Approval of 100 Day Budget Review
- Until the end of November – Consultation on initial savings options, particularly with those service users most affected and with the Budget & Finance Scrutiny Committee, in order to help develop an overall draft Service & Financial Planning strategy for consideration by Cabinet in December.
- Cabinet 22nd December 2011 – 2012/13-2014/15 Budget Strategy proposals launched for consultation including details of the overall savings programme.
- Cabinet 23rd February 2012 – final recommendations on strategy for 2012/13 – 2014/15
- Council 1st March 2012 – Final strategy for 2012/13 – 2014/15 approved, council tax set, capital programme, treasury management strategy and prudential indicators approved.

10. **OTHER IMPLICATIONS**

Equality & Diversity

The Council has initiatives within its policy and financial plans to promote equality of opportunity. An equality impact assessment has been completed for the 100 day budget review proposals and identified a number of positive impacts; detailed in Appendix 2, Section 2, Number 2.

It has also confirmed the need for further engagement regarding; Community Hub services and Newport regeneration.

Due regard must be given to the General Equality Duty when making a final decision regarding these proposals.

It is recommended that future budgetary considerations also be accompanied by an equality impact assessment, where relevant and proportionate, to ensure due regard to the General Equality Duty. Where such proposals are unaccompanied clear reasoning should be provided.

Links with Corporate Priorities and Risk

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

Financial & Legal Comments

This report forms part of the Council's policy planning and budgetary framework

Ward Implications

Borough Wide Strategy.

Background Papers

- RSG and other Government grant related papers,
- Council Plan,
- Service & Financial Planning Report approved by Council on 3rd March 2011,
- 100 Day Review of 2011/12 Service & Financial Planning Strategy report approved by Cabinet on 26th July 2011,
- Service & Financial Planning 2012/13 – 2014/15 – Report to Cabinet 22nd September 2011
- Consultation exercise results.

**Report prepared by Ken Clarke, Head of Finance (01952) 383100,
Richard Partington, Interim Chief Executive (01952) 380130 and
Felicity Mercer, Policy & Value for Money Manager (01952) 380136.**

Appendix 1 - Results of the Budget Review Survey

Who did we consult?

Throughout September we carried out some wide ranging consultation with the local community on the proposed changes to this year's budget. This comprised a 2 sided questionnaire which focused on the proposals that would have most of an impact on the community. The survey was made available for people in the following ways:

- An **online survey** on the Council's website (www.telford.gov.uk/budgetsurvey)
- A **postal survey** to just over 1000 local residents who are members of our **Community Panel**.
- **Engagement events** at various locations across the borough. This included markets, shopping centres, fun days (like Park Live and the World Heritage Festival), Mecca Bingo, Princess Royal Hospital, Telford Bus Station and the Odeon Cinema.
- **Meetings with a range of internal and external groups/forums**

To support this we promoted the survey in the Your Views Matter leaflet which was distributed to 68,500 households across the borough – a joint distribution with the electoral papers. The survey was also promoted from the Your Views Matter homepage on the Council's website at www.telford.gov.uk/yourviewsmatter and press releases went out in the local papers.

Responses

- A total of 669 responses were received by the closing date of 30 September 2011.
- Of those responses, 525 were from members of the Community Panel (a 49.8% response rate) and 144 were from other borough residents.
- Responses were received from residents of all of the borough's 33 wards, with the highest levels of participation coming from Ketley & Oakengates (7.9%), Wrockwardine (4.8%) and Hadley & Leegomery (4.5%). The lowest levels of participation were in Malinslee, Arlestone and Dothill (all 1.3%).
- Of those that provided personal details:
 - 40% were female and 46% were male (14% did not divulge this information).
 - The largest number of respondents (19.6%) came from the 65 – 74 age group
 - Some 21% (142 respondents) indicated they had a longer term illness

What did people tell us?

The survey focused on 7 proposals that were most relevant to the general public. For each proposal, respondents were asked to indicate from a range of options how strongly they agreed or disagreed. The table over the page sets out briefly what these proposals were along with the responses to each proposal:

Proposal	Positive support (Agree/ strongly agree)	Negative support (Disagree/ strongly disagree)	Net Score (positive less negative)	Neither	Don't Know
Invest more in maintaining roads and pavements over the next 2 years	88.9%	5.4%	83.5%	4.8%	1.0%
With other local business people, set up a loans fund of £250,000 to support small local businesses (the Council will contribute £25,000 towards the total)	76.2%	10.7%	65.5%	11.1%	2.0%
Not going ahead with building a new Civic Offices in the Town Centre	75.3%	18.4%	56.9%	4.0%	2.3%
Revise the Town Centre redevelopment scheme. The main changes are to add a new multi-storey car park and to keep Meeting Point House in its current location.	73.2%	15.0%	58.1%	8.9%	2.9%
Reinstate free swimming for under 16s with a flexcard	67.3%	21.1%	46.2%	9.9%	1.7%
Revised regeneration work in Newport (some but not all of the original proposals)	65.7%	14.3%	51.4%	12.4%	7.6%
Revised regeneration work in Oakengates (not including the original proposal to demolish a number of units to create a new approach to the Theatre from Market Street)	64.5%	12.4%	52.1%	13.8%	9.3%

Summary of these results:

- **All proposals received a minimum of 64% approval from those responding**
- **The highest level of support (88.9%) was for the proposal to invest more money in maintaining roads and pavements.** Most of the comments received in this area were supportive with many respondents suggesting additional improvements. There was a feeling that maintenance of roads was more of a priority than traffic management projects.
- **The majority of respondents supported the revised regeneration schemes for Oakengates (64.5%) and Newport (65.7%)** but of those that did not agree with the proposals:
 - **For Newport** there was dissatisfaction with the perceived ‘scaling back’ of regeneration plans, and wider concerns about additional housing and retail developments.
 - **For Oakengates** some welcomed the regeneration scheme but felt more help was required to stimulate businesses and trade. A small number thought that the investment was a waste of money.

Both these proposals also attracted the greatest level of ‘neutral’ responses, i.e. ‘Don’t Know’ or ‘Neither’.

- **The majority of respondents supported the proposal to restore free swimming for Under 16 (67.3%) but it also attracted the largest ‘negative’ response (21.1% disapproval).** Out of all the proposals in this survey, this was the one that people queried the most given the current financial climate. Of those that didn’t agree with the proposal, it was felt that parents/schools should pay, or that free swimming should be available to other groups e.g. senior citizens or that a nominal fee should be charged for all.
- **The majority of respondents supported the proposal not to build a new Civic Offices (75.3%).** Of those respondents that commented, some felt the Council should utilise existing empty office space by council staff, whilst some wanted to know if there would be inefficiencies from not having council staff in one central location. A small proportion also perceived the need for a ‘flagship’ civic building in the borough.

- **The majority of respondents supported the revised plans to the Town Centre redevelopment (73.2%).** There was some agreement with the utilisation of Meeting Point House and some respondents felt there was a need for private enterprise in the redevelopment. Others didn't feel the need for additional car parking.
- **The majority of respondents welcomed the proposal to set up a Small Business Loans Fund, (76.2%).** Comments largely reflected the need for encouragement and support. A small number of respondents felt that the Banks should provide loans, rather than the local authority.

Equality Impact Assessment

Section 1 – Overview

1. What is the title of the policy?

These are the policy decisions associated with the **100 Day Budget Cabinet Report**.

2. What are the objectives of the policy? For example, what are we aiming to achieve? Who does it benefit? Please provide a brief description

The 100 Day budget is designed to introduce changes to the previously agreed financial plan 2011/12 due the change of administration of the authority in May 2011.

This in-year budget has 7 adjustments or proposals;

1. **Civic Offices** - not going ahead with building new Civic Offices in Telford Town Centre, instead only build a Community Hub to include a First Point, contact centre and library. Council employees will be located in existing Council-owned buildings in and around the Town Centre (ongoing savings of over £1.1 million per year)
2. **Telford Town Centre** - revise the Town Centre redevelopment scheme (ongoing savings of £355,000 per year). The main changes are to add a new multi-storey car park and to keep Meeting Point House in its current location.
3. **Oakengates** - revise the regeneration scheme (revised cost £1.9 million, saving £1.1 million). The revised scheme includes repaving Oxford Street and Market Street, opening up the old access from Station Hill to Market Street, improving on-street parking and removing canopies at Limes Walk. It does not include the original proposal to demolish a number of units to create a new approach to the Theatre from Market Street.
4. **Newport** - following regeneration of Victoria Park and the High Street, the final phase of the original Newport regeneration scheme focused on the old canal and included a new bridge, lock gate, paving and benches. We will work with Newport Regeneration Partnership to develop a revised scheme that will include some but not all of the original proposals (revised cost £50,000, saving £200,000).
5. **Roads and pavements** - invest more in maintaining roads and pavements over the next two years (cost -£1.3 million in 2013/14 and £0.25 million in 2014/15)

6. **Swimming for under 16s** - reinstate free swimming for under 16s with a flex card (cost - £30,000)

7. **Small business loans fund** - with other local business people, set up a loans fund of £250,000 to support small businesses in the borough (the Council will contribute £25,000 towards the total)

These proposals are referred to by the emboldened title in the rest of this document.

3. Who does this policy affect?

Customers/service-users, partners and employees

4. What period does the policy cover?

These policy decisions have a variety of implementation periods but come into effect shortly after Cabinet, 24th November 2011.

5. Your contact details:

Name of person completing impact assessment and their post	Richard Taylor-Murison, Equalities Officer
Telephone	01952 382104
Date started	30 September 2011
Other officers/Stakeholders involved	Ken Clarke, Head of Finance Rachael Jones, Community Engagement, Equalities and Action Manager. Andy Challenor, Community Engagement and Equalities Manager, Fliss Mercer, Policy and Value for Money Manager Richard Worton, Senior Information Officer

Section 2 – Impact Assessment

1. Will this policy have a significant impact on any of the following groups of people with regard to the General Equality Duty?

Positive and negative impacts should be assessed with regard to the General Equality Duty;

- eliminate unlawful discrimination, harassment and victimisation
- advance equality of opportunity

- foster good relations between different groups

Please mark all boxes indicating whether an impact has occurred, this could be **positive** or **negative**. Mark **None** if there is no impact. Help boxes are available to assist.

	Impact (X)		
	Positive	Negative	None
People of different ages	X		
People with ill health or people with a disability	X		
People of different gender			X
People who are transgender			X
Different racial groups			X
People with different religion or beliefs			X
People of different sexual orientation			X
Women who are pregnant or breast-feeding			X
People that are married or in a civil partnership			X
People affected by deprivation	X		

2. What is the expected impact?

No significant negative impacts have been identified through these policy changes.

Significant positive impacts have been identified

Age

Swimming for under 16s – Reinstatement of this scheme will significantly increase the opportunity for under 16s to partake in exercise. Recent health information has indicated a more than average level of obesity in the under 16s of Telford and Wrekin; 11.7% compared to 9.6% nationally. (Telford and Wrekin Joint Strategic Needs Assessment, 2009) Access to activity is considered a high need in the JSNA.

Roads and pavements – A significant number of complaints and reports regarding poor or defective pavements have been received from older people. A programme which helps to restore pavements to an acceptable standard would address this concern, particularly those with some mobility difficulties.

People with ill health or people with a disability

Roads and pavements – A significant number of complaints and reports regarding poor or defective pavements have been received from people with ill health or a disability. A programme which helps to restore pavements to an acceptable standard would address this concern, particular those with visual impairments and mobility difficulties.

Deprivation

Swimming for under 16s – Whilst this scheme requires a flexcard which costs £3 for an under 16, the return benefits for the individual out way this cost. The flex card will have paid for itself after 2 visits.

It is also recognised that opportunities for exercise for young people who come from households with low incomes are limited. This scheme provides an enhanced opportunity for these young people.

Small business loans fund - The small business sector has been widely recognised as the largest creator of jobs and employment in the current climate. Many large businesses are reporting a reduction in the number of employees but growth of small businesses has not diminished. Supporting a diverse range of businesses will increase the stability of the borough and it's resilience to further downturns. It will help to keep people in jobs and also create jobs.

It also is worth noting that the changes to the **Oakengates Scheme** will see the removal of canopies from the shop units. Engagement has indicated that

this will potentially affect the shelter available to older people and people with a disability. Whilst this is a concern there are also benefits of increased light by removing the canopies that meets the concerns of visual impaired and hearing impaired people. Previous engagement has highlighted this as a personal safety concern issue.

3. What engagement and consultation have you already carried out?

Engagement has taken place through a range of methods and techniques, using paper and web based systems.

The Community Panel was surveyed. The panel is a list of people who have expressed an interest in providing feedback, completing surveys and other forms of research for the council. 525 responses were received. A response rate of 49% was achieved.

There were a further 144 responses received from members of the public.

The engagement has indicated that the proposals are broadly supported. Particular support was shown to the **Roads and pavements** proposals and establishment of a **Small business loans fund**.

Due to the nature of the information sources there are some limitations that must be recognised. The pool of respondents is not representative of the entire population of the borough. In many cases they have self selected and it is unlikely that they have a low income. The summary of responses goes some way to illustrating these imbalances.

A summary of the findings of engagement is attached - **Appendix 1 - Results of the Budget Review Survey**

4. Please give brief details of any further engagement/consultation you plan to carry out with any of the above groups, particularly where you feel you don't have sufficient information.

Further engagement will be carried out with regard to a number of proposals;

Civic Offices – the specific make up of services within the community hub is yet to be determined and engagement work will be required to resolve this.

Newport – this will be a small engagement exercise consistent with the level of funding available.

These activities are dependent on the adoption of the proposal.

Section 3 – Mitigating Actions

1. For each significant **negative** impact identified in Section 2 (Questions 3 & 4), what action have you taken, or will you be taking, to reduce/manage these impacts?

No significant negative impacts have been identified through these policy changes.

2. For each significant **positive** impact you identified in Section 2 (Questions 3 & 4) what action have you taken, or will you be taking, to maximise the opportunity?

In order to access free **swimming for under 16s** a flex card is required. There is an on-going marketing campaign highlighting the benefits of the card including shop and council discounts, etc.

3. How do any of the above actions contribute to the aims of the General Equality Duty;
 - eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity
 - foster good relations between different groups

The proposals advance equality of opportunity for older people, younger people, people with disabilities and those who are on a low income by;

- Increasing safety and ease of mobility on pavements, in particular for older people and those with a disability.
- Providing greater access to activity for younger people including those who may come from a family with low income. This should have the long term effect of reducing health inequalities.
- Improving the trading conditions for small businesses, who provide a large number of jobs in the borough. This will improve their sustainability (keeping jobs) but also allow them to grow (creating jobs).

Section 4 – Review and Monitoring

1. From what date will this policy be implemented?

24th November 2011

2. How will the actual impact of the policy be monitored and reviewed?

The monitoring of impacts will be carried out within the normal performance management structure of the responsible service or governance board. For example the small business loan fund will be administered by the Telford Investment Partnership Board and measurements will include the number of applications approvals and rejections. Some impacts are more difficult to quantify for example Free Swimming for Under 16s where it's contribution to reduction in the rate of obesity will need to be identified qualitatively.

As proposals progress consideration will be given to quantitative and qualitative measurement methods

TELFORD & WREKIN COUNCIL**BUDGET & FINANCE SCRUTINY COMMITTEE****RESPONSE TO THE 100 DAY REVIEW OF THE 2011/12 SERVICE AND FINANCIAL PLANNING STRATEGY****INTRODUCTION**

The Budget & Finance Scrutiny Committee is a politically balanced Committee of eight elected members and one co-opted member of the public. The Committee has responsibility for scrutiny of the Council's budget strategy.

The Council's 2011/12 – 2012/13 Service and Financial Planning Strategy was approved by Council on 3rd March 2011. Following the borough elections in May, the new administration initiated a review of the strategy, and proposals to revise the capital and revenue budget for 2011/12 (the "100 Day budget") were approved for consultation by Cabinet on 26th July 2011.

The Budget & Finance Scrutiny Committee met on 27th July 2011 to consider the proposals. The Committee met the Cabinet Member for Resources and Service Delivery and the lead Corporate Director to discuss the proposals and projected savings, and met the Policy and Value for Money Manager to discuss the engagement strategy.

The Committee held a second meeting on 12th October 2011 to consider its response. The Policy and Value for Money Manager provided a report on the feedback from consultation with the public on the 100 Day budget so that members could take this into account when considering their response. The Committee also received a presentation from the Head of Finance on the Service and Financial Planning 21012/13 - 2014/15 Cabinet report of 22nd September 2011 which set out the updated budget projections for the period, and the Committee considered the 100 Day budget proposals in this context.

COMMENTS ON THE 100 DAY BUDGET PROPOSALS

The Committee accepted that savings needed to be made given the scale and front-loading of the cuts to the authority's grant settlement. Members acknowledged that the 100 Day budget proposals had resulted from an in-year review of an existing budget, and although the savings were significant, there had not been scope within the review for major structural changes. The Committee noted that the savings resulting from the proposals were consequently relatively small in relation to the overall projected shortfalls for 2012/13 – 2014/15.

The Committee would like to make the following points relating to the proposals:

- The Committee supported the increased investment over the next two years in the maintenance of roads and pavements, and that the high level of public support (88.9% of respondents agreed or strongly agreed with the investment) demonstrated that this was a priority for the public.
- The Committee recognised the hard work of officers that had gone into the public engagement activities within a short space of time, and noted the excellent response rate from members of the Community Panel (49.8%). However, one Member had strong reservations about the validity of asking a question about the cancellation of the new Civic Office when people would not be able to give an informed view without understanding local government finance. Members were further concerned that survey samples should be large and representative enough to draw a fair picture of public opinion across the borough.
- There was some concern about the potential impact that the Small Business Loans Fund could have, and the Committee agreed that this would be scrutinised at a future meeting.

OTHER COMMENTS

- The Committee expressed its concern that two thirds of the contingency had already been spent, half-way through the year.

Response prepared by Stephanie Jones, Interim Scrutiny Group Specialist, Tel. 01952 383114.

TELFORD & WREKIN COUNCIL**CABINET - 10 NOVEMBER 2011****THE BUILDING SCHOOLS FOR THE FUTURE PROGRAMME – APPROVAL OF FINAL BUSINESS CASE FOR THREE SCHOOLS****REPORT OF HEAD OF PROPERTY & ICT****PART A) – SUMMARY REPORT****1. PURPOSE**

- 1.1 Prior to awarding Single School Design & Build (D&B) contracts for The Phoenix Sports & Learning Community, Mount Gilbert School and Newport Girls' High School Academy Trust, it is necessary to submit a Final Business Case (FBC) to Partnerships for Schools (PfS) for approval and to the Department for Education (DfE) for allocation of funding. This report seeks approval to submit the FBC to PfS and subsequently to award the Single School D&B contracts for each school to Kier Moss and to enter into all related contract documents as described in this report.

2. RECOMMENDATIONS

- 2.1 **That the submission of the Phoenix Sports & Learning Community, Mount Gilbert School and Newport Girls' High School Academy Trust Final Business Cases submissions be approved and, subject to subsequent approval by PfS, thereby releasing BSF funding, that the Head of Property & ICT in consultation with the Cabinet Member for Children & Young People be authorised to award the Single School D&B contracts to Kier Moss and to enter into all related contract documents.**
- 2.2 **That, subsequent to the relocation of The Phoenix School to its new site, the Head of Property & ICT be authorised to arrange the demolition of existing buildings and disposal of the site.**
- 2.3 **That the Head of Governance be authorised to agree and execute all necessary documentation. This authorisation to include delegation to the Head of Governance to affix the common seal of the Council to contractual documentation as, in the opinion of the Head of Governance, is appropriate under article 14.06 of the Constitution.**

3. SUMMARY IMPACT ASSESSMENT

IMPACT ASSESSMENT AT A GLANCE	
COMMUNITY IMPACT¹?	Do these proposals contribute to specific Priority Plan objective(s)?
	Yes Children & Young People – supports cross cutting strategic priority for developing sports and cooperative learning communities across the Borough.
	Are there any measures that will be used to show the proposals are making a difference?
	Yes Improved attainment in schools.Reduced facilities management revenue costs for schools. Creating an improved environment for the community.
	Will the proposals impact on specific groups of people?
Yes Children, young people, parents and the wider community served by each learning community.	
TARGET COMPLETION /DELIVERY DATE?	All three Final Business Case submissions are due to be approved by DfE during November 2011 with the contracts placed by end of December 2011.

FINANCIAL (VALUE FOR MONEY) IMPACT?	Yes	The projects will be delivered within the capital funding envelopes approved by PfS. The identified borrowing costs associated with cash flow timings are included within the Council approved capital programme. The detailed Financial Impact is included in section 10 of this report. Any long term borrowing implications in relation to the enhanced sports facilities are included within the report relating to Dawley Sports & Cooperative Learning Community – Sport England bid submission Cabinet report of 20 October 2011.
LEGAL IMPACT?	Yes	See Legal Section at 8 below.
OTHER RISKS & OPPORTUNITIES?	Yes	More detail provided in Section 9.
IMPACT ON SPECIFIC WARDS?	Yes	Dawley Magna, Horsehay & Lightmoor and all Newport Wards and wards across the Borough will benefit from the proposals for the sports provision at Phoenix.

4 SUMMARY

4.1 The Outline Business Case (and the subsequent amendments as a result of the government's spending review in November 2010) for all schools in the Building Schools for the Future programme have been approved by Cabinet, the Final Business Case (FBC) for each school project, prior to its submission to PfS and DfE for funding approval, also have to be approved by Cabinet.

4.2 **The Phoenix School.** PfS gave Stage 0 approval (authority to initiate the procurement process) for Phoenix on 14 February 2011. The approval is for a new-build school of 900 places for 11-16 year olds. The overall scheme will be funded by BSF, Sport England, the PCT and by capital receipts. In addition to the school, the project will construct on the site: facilities for family support services; health care services and council services, including a library. The school has recently been granted the "sports" specialism and it is planned to provide enhanced sporting facilities for the school and for community use, including:

- BMX Track
- 8 Court Sports Hall
- 3rd Generation, artificial surface rugby football pitch, with floodlighting.

There is a site preparation, infrastructure and earthworks contract that is nearing completion. The contract will provide the foundation "platforms" on which will be constructed the school and the playing surfaces. The contract will be completed before the BSF construction contractor, Kier Moss, moves onto the site.

4.3 **Other schools.** Stage 0 approval for the other 2 school projects was given by PfS on 21 June 2011. The approvals were based on the description of the projects shown at Annex 1 and these have not changed. They consist of:

- **Mount Gilbert School.** Refurbishment of parts of the existing building; construction of a skills centre and improvements to the external areas.
- **Newport Girls' High School.** Replacement of class bases currently housed in temporary accommodation; provision of a, multi-functional building and the refurbishment of mechanical and electrical services in existing buildings.

Programme issues for the three schools. The contracts must be awarded before the Framework Contract expires on 31 December 2011 otherwise the works will be

delayed for at least a year until a new framework contract is procured. The target for the start on site for Phoenix School is early 2012 with the school opening in academic year 2013 – 14. The target for start on site for the Mount Gilbert and Newport projects is early 2012 and the projects should be complete by the end of 2012.

4.4 Final Business Case

- **Background.** The FBC must be approved by DfE before BSF funding will be released. The approval relates to the school elements only. The purpose of the FBC is to define the procurement result and to track both the integrity of the procurement process and the differences between the agreed positions at FBC and the intended positions described at the approval of Stage 0. It outlines the schemes, the affordability of the final solutions and the arrangements in place for contract administration and monitoring.
- **Submission.** The Final Business Cases are being prepared. The key points of the submissions will be that the scope of the schemes are as planned at Stage 0 and that they are affordable. A “template” approach to the format of the FBC has been adopted by PfS and a copy is attached at Annex 2. Subject to Cabinet approval, the FBCs will be submitted to PfS for approval and to the DfE for funding allocation once Kier Moss has provided acceptable proposals that are within the budget allocated for each scheme and has secured planning approval for the sites. The target date for review by Plans Board is 26 October 2011. The FBCs will be submitted to PfS by 11 November 2011 in order to allow contract signature during December 2011.
- **Contract.** Once the FBC submissions are approved by PfS and the DfE with funding allocated, the Council will be in a position to enter into contracts with Kier Moss.

4.5 Procurement / Competition

- The appointment of Kier Moss as T&W’s BSF framework contractor in April 2010 followed the PfS process for its National Academies Framework contract and used standard PfS documentation. The initial contract was for the construction of the Abraham Darby Sports and Cooperative Learning Community but the framework allows for the Council to appoint Kier Moss to carry out further schools’ schemes without having to go through a further competitive process. It was on this basis that Kier were awarded the contract for the 6th form building extensions at Madeley Academy. The 3 schemes contained in this report will follow the same process. Thus, Cabinet is being asked to authorise officers to enter into a Single School D&B Contract with Kier Moss for each of Phoenix School, Newport Girls’ High School Academy Trust and Mount Gilbert School together with all other associated contract documentation.
- On 25 Aug 11, the canopy on the new Abraham Darby Academy building collapsed while it was being constructed. Five workers were taken to hospital. The Health & Safety Executive (HSE) is investigating the incident but the cause of the accident has not yet been determined. The Council initiated its own, independent investigation, using Mott MacDonald Ltd, the BSF project technical adviser. In addition to monitoring the work of the HSE, Mott MacDonald is carrying out a review of the design of the whole building, primary school, academy and leisure centre, to confirm its safety. The review is planned to be completed in November.
- The canopy is being redesigned and Kier Moss has been seeking the views of the local community as to the factors that could be taken into consideration in the design. In due course the design will be taken through the Planning process by Kier.
- While Kier Moss will be the main contractor for the 3 school projects in this report, the architects and structural engineers for the projects are not those who are working on the Abraham Darby project. As a company, Kier is safety conscious and its safety incident record over the last 5 years is better than the national average.

4.6 **Contract Arrangements.**

- **Framework requirement.** The PfS Framework Contract that we are obliged to use expires on 31 December 2011, by which time we must have entered into contract with Kier Moss for projects that are to be constructed under the framework. Projects that have not reached that stage will have to be procured through another route, which will cause a delay in implementing the programme
- **Form of Contract.** The form of contract of “Design & Build” is the PfS standard contract for use with the Academies Framework. It has been used on the Abraham Darby and Madeley sites. Kier Moss have submitted their Contractor’s Proposals which provide construction strategies, drawings and specifications for each site. These proposals have been examined in detail by the project’s technical, financial, legal and ICT workstreams and issues raised will need to be resolved satisfactorily before final approval by PfS.
- **Contract Sum.** The contracts will be fixed price, lump sum. The funding allocation is ring fenced to deliver the projects as planned. No alterations to the contract, with any adverse cost implications, will be agreed with either the contractor or the end user. This will therefore reduce the risk of an over spend on the project.
- **Newport Girls’ High School Academy Trust.**
 - In addition to the D&B contract, there will be a contractual relationship between the Council and the academy. The contract is a standard, PfS document, the Development Agreement. It sets out the responsibilities and relationships of the council, as the authority within the D&B contract, and the academy as the end-user and recipient of the works. The Development Agreement will be signed by the council and the academy at the same time as the D&B contract is signed. The new buildings constructed by the project will be incorporated into the academy’s lease.
 - The Development Agreement also provides for the novation of the Single School D&B Contract to the academy on the expiry of the twelve months defects liability period. In this way the school then has a direct contractual relationship with the Contractor without the need for the Council to continue its involvement following expiry of defects liability period.

4.7 **Finance and Affordability** The bid price for all elements of the project are within the project budgets set after the government’s efficiency review in November 2010. The FBC concludes that the Design and Build contract and the Facilities Management and Lifecycle strategy for The Phoenix School, Mount Gilbert School and Newport Girls’ High School Academy Trust are affordable and demonstrate value for money.

4.8 **Stakeholder Consultation.**

- Throughout the design development there has been consultation with the schools, sponsors and students. At Phoenix the government sponsored education project “Spaces for Learning” provided a firm researched based basis for the development of the education vision and the internal and external layout of the learning spaces.
- The schools, as members of their Design User Group, have been closely involved in the process and in the subsequent development of the design for their schools. They will continue their involvement as construction progresses, particularly in respect of design and fit-out detail that has yet to be finalised.

5.0 **INFORMATION AND BACKGROUND**

5.1 **Previous Minutes**

- Cabinet 24th November 2008 - Planning of School Places: Campus Telford & Wrekin. Minute CB94 refers.
- Cabinet 6th April 2009 - Campus Telford & Wrekin: Additional Post-16 Provision, Trust School Status, BSF Procurement Approval. Minute CB182 refers.
- Cabinet 15th September 2009 – Planning of School Places: Campus Telford & Wrekin – Part 2. Minute CB60 refers.

- Cabinet 23rd March 2010 – Borough Towns Initiative Sports & Learning Community – Final Business Case and Award of Contracts relating to BSF and Abraham Darby Sports & Learning Community. Minute CB181 refers.
- Cabinet 11th January 2011 – School Organisation – Borough Towns Initiative – Sports and Learning Community Update. Minute CB109 refers.
- Cabinet 22nd September 2011 – Planning of School Places – Secondary School Provision . Minute CB45 refers.

5.2 **Legal Documents.** The main documents to complete and execute are:

- The Single School Design and Build Contracts (between the Council and Kier Moss)
- The Development Agreement (between Council and Newport Girls' High School Academy Trust)
- Collateral Warranties from the architect, the M&E contractor and the building contractor (between the Council, the Contractor and the relevant member of the professional team)
- a Parent Company Guarantee from the contractor's parent company (between the Council, Kier Moss and its parent company).

5.3 **Facilities Management.** Facilities management (FM) is not part of the D&B contract. However, under BSF, schools are obliged to maintain their buildings to an agreed standard for the next 25 years. A sinking fund to which schools will contribute, has been established to provide funding for FM. While Newport Girls' High School Academy Trust does not contribute to the sinking fund, it has agreed to maintain its BSF provided facilities to the required standard.

6.0 **EQUALITY AND DIVERSITY**

6.1 All new schools and community facilities forming part of the Building Schools for the Future programme will comply fully with the Disabled Discrimination Act (DDA) legislation.

7.0 **ENVIRONMENTAL IMPACT**

7.1 The new buildings will be more energy efficient than the existing buildings with the aim of achieving at least an Energy Performance Certificate (EPC) rating of "B", and providing a carbon reduction of 60% based on the Building Regulations 2002 standards. The existing Phoenix School has an EPC of "C/D".

8.0 **LEGAL COMMENT**

8.1 At financial close the Council is required to execute the contract documents listed in paragraph 5.2. The Contract documentation has been drawn up in accordance with the PfS Framework Agreement and has been developed in accordance with the Council's project specific requirements by the Council's project external Legal Advisors, Nabarro LLP.

8.2 The award of the three contracts to Kier Moss is subject to planning permission being granted. In addition, the award of the contracts is subject to approval by PfS which will not be forthcoming until the planning permission is agreed.

8.3 Financial close and signing of the Contract is targeted for early December 2011. In awarding the D&B contracts and proceeding with the Business Case, the Council must continue to ensure that there is compliance with procurement legislation and the financial and contract procedure rules contained within the Council's constitution at Part 4, Sections 6 and 7 respectively. A close working relationship with PfS will also be required to ensure that the FBCs are acceptable and that the project can proceed. These areas will need to be continuously reviewed and those who are granted delegated authority in paragraph 2.1 of the report will require updates and information to ensure that these risks are addressed and that informed decisions can be made. If delegated authority is allowed by the Cabinet, the delegated decision making set out in paragraph 2.1 should be formally recorded.

9.0 OPPORTUNITIES AND RISKS

- 9.1 These projects will provide much needed improvements to the schools' buildings and will be situated in the heart of their communities. In addition, at Dawley, the new school will have a sports specialism and will provide sports facilities to "Regional Level" standard.
- 9.2 The main risk is that if the December 31st deadline for contract award is not met, then the projects will be delayed by at least one year, with a consequent loss of value of the BSF funding due to inflation. In addition, although the Sport England grant application has been given Stage 1 approval, allocation of the funding is dependant on the Sport England's Board decision, which is due in November.
- 9.3 The reasons for continuing to use Kier as the contractor, following the collapse of the canopy at the Abraham Darby site, are given at Paragraph 4.5.

10. FINANCIAL IMPLICATIONS

Affordability of construction programme

Table 10.1 below highlights the indicative affordability of the construction works to be completed.

Table 10.1 Affordability of construction works

	£m	£m
Phoenix School (Dawley SLC)		
Indicative contract price		
Phoenix School	15,206	
Community Facilities (including sports provision)	3,282	
Sub-total	<hr/>	18,488
Funding		
BSF Design & Build Grant	(14,956)	
PCT contribution	(1,055)	
Sport England Grant	(1,500)	
National Sport Governing Body contributions	(130)	
Council contribution	(847)	
	<hr/>	(18,488)
Funding shortfall/(surplus)		<hr/> 0
Newport Girls' High School Academy Trust		
Indicative contract price		2,156
BSF Design & Build Grant		(2156)
Funding shortfall/(surplus)		<hr/> 0
Mount Gilbert School		
Indicative contract price		863

BSF Design & Build Grant (863)

Funding shortfall/(surplus) 0

Overall funding shortfall/(surplus) 0

10.1 The indicative contract prices for each of the schemes are based on Kier's submissions at Stage 1 of the design process and are affordable within the funding envelopes set. The contract prices will be finalised in line with the agreed pre-contract programme. It is expected that there are sufficient levels of contingency contained within the indicative contract prices to manage the design risk between the Stage 1 submission and the final design. The above analysis for the Phoenix project includes the impact of the Sport England Iconic Projects bid for enhanced sports facilities as well as the demolition of the existing school buildings. The BSF figures above include part of the BSF programme contingency to be drawn down from PfS as part of the approved grant allocation against the Phoenix project. This sum has not been included within the affordability statement in the Sport England bid Cabinet report of 20 October 2011. The timing of capital receipts, being used to partially fund the community elements of the Dawley SLC and the demolition of the existing site, would mean that the Council would require additional short term borrowing. Based on an assumed timetable, the cost of borrowing would have a revenue impact of -

- £1.1k in 2011/12;
- £18.4k in 2012/13;
- £50.3k in 2013/14;
- £60.4k in 2014/15; and
- £36.6k in 2015/16

10.2 These costs are included within the Council's current medium term budget strategy. The costs include the medium term borrowing costs related to cash flow timings for the Sport England Iconic Projects bid. Any long term borrowing implications in relation to the enhanced sports facilities are included within the report relating to Dawley Sports & Cooperative Learning Community – Sport England bid submission Cabinet report of 20 October 2011.

10.3 **Affordability of Lifecycle and FM Strategy**

Phoenix School and Mount Gilbert School form part of the T&W facilities management sinking fund which was created to fund the ongoing costs associated with achieving the required specification for lifecycle and maintenance. The sinking fund strategy was approved by Cabinet as part of the BSF OBC Cabinet approval and the Abraham Darby Academy FBC approval. Both capital and revenue contributions will be agreed with schools prior to FBC submission and these will be detailed in letters of commitment from the schools' governing bodies. As an Academy, Newport Girls' High School Academy Trust will not form part of the Council's sinking fund. The Academy has committed to make available sufficient funding to ensure the School meets the required level of specification.

10.4 **ICT Managed Service**

The Council will continue to draw down ICT funding for the 3 schemes in line with the ICT programme which was approved by Cabinet as part of the Abraham Darby Academy FBC and which was further updated as part of the national review of the BSF Programme.

11. WARD IMPLICATIONS

There are implications for the following wards:

Ward	Member
Dawley Magna	Cllr Frances Bould
Dawley Magna	Cllr Clive Elliott
Dawley Magna	Cllr Brian Duce
Horsehay & Lightmoor	Cllr Tracy Hope
Horsehay & Lightmoor	Cllr Clive Mollett
Newport East	Cllr Eric Carter
Newport West	Cllr Adam Stanton
Newport South	Cllr Adrian Meredith
Newport North	Cllr Roy Scammell

12. BACKGROUND PAPERS

- Building School for the Future – Strategy for Change Parts 1 & 2
- Cabinet 24 Nov 2008 Planning of Places: Campus Telford & Wrekin
- Building Schools for the Future – Outline Business Case
- 14-19 Strategy
- Children & Young People's Plan 2008-2011

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The Phoenix School – Final Business Case Changes in project scope since submission of Outline Business Case

The scope for the Phoenix School project has changed twice since the approval of the OBC in 2009, once prior to the government's BSF efficiency review in November 2010 and then again as a result of the efficiency review.

The Council has continued with its aspiration to convert as many main stream schools (except the grammar schools) from refurbishment projects to new build projects, as far as practical and as funding will allow.

Post November 2010.

After the government's efficiency review of the BSF programme, a revised Stage 0 was submitted and PfS gave approval for The Phoenix School project in February 11. The approval is for a new-build school of 900 places for 11-16 year old pupils. The capacity has been reduced since the original Stage 0 submission to 900 places.

In order to reduce the cost of new build schools while at the same time delivering an acceptable programme which meets local and national priorities, a range of options were considered for reducing cost including:

- Reducing the area of building provided for the school.
- Reduce the cost / m2 of building by reducing specifications and standardising designs (which also increases the possibility of off-site fabrication).
- Reducing the ICT infrastructure cost within the building by providing improved ICT hardware, in particular, wireless networking.

These options have been taken into consideration in developing the specification for the Phoenix project. It should be noted that the strategic review concentrates on BSF funded elements of the overall scheme only. Proposals for other facilities including leisure and health remain unchanged.

The school will still have the additional facilities planned including:

- BMX Track
- 8 Court Sports Hall
- 3rd Generation, artificial surface rugby football pitch, with floodlighting.

Site Preparation. There is a site preparation, infrastructure and earthworks contract that is nearing completion. The contract will provide the foundation "platforms" on which will be constructed the school and the playing surfaces. The contract will be completed before the BSF construction contractor, Kier Moss, moves onto the site.

Newport Girls' High School Academy Trust Changes in Proposals since OBC

Statement in OBC

The OBC approved in March 2009 included the following statement about the works proposed for Newport Girls' High School,

“The proposals are to extend the existing building to provide additional teaching accommodation to address the suitability shortfalls and provide new post-16 accommodation which will allow for the existing demountable accommodation on site to be removed. In addition to this, the existing areas within the main school will be refurbished as identified by the Condition Survey.”

Capital Spending Review – Nov 2010

Following the capital spending efficiency review in Nov 2010, the funding for the school's project was reduced to £2.098m. In line with the government's new priorities for schools and with local priorities, this funding is targeted at ensuring good quality accommodation that is fit for purpose by addressing the 10 year condition assessment issues, replacing temporary accommodation with permanent buildings and installing suitable ICT infrastructure.

Current situation

The current proposals for the project are essentially a scaled-down version of the original OBC plan and take into account work that has been carried out in the meantime and the reduced funding allocation.

Since the submission of the OBC, food technology classrooms and music rooms have been constructed and some demountable buildings have been replaced. In doing this work, the overall strategy for site outline in the OBC has been maintained. The condition survey was updated in May 2011 and £0.5m of priority work was identified. This consists mainly of Mechanical and Electrical works and ensuring existing buildings are safe and weather proof. Once this work is accounted for, the remaining funding will be allocated to replacing demountable accommodation with permanent buildings.

Since 2003, planned expansion of the school has taken place, the pupil numbers rising year on year from 226 to 412. However, while the teaching accommodation has been increased to match the pupil numbers, there has not been the opportunity to increase size of the school hall or the size of the staff accommodation. The school hall is part of the original 1923 building and is insufficient to accommodate the current number of students and is noted as a key priority on the suitability report.

Mount Gilbert Special School Changes in Proposals since OBC

Statement in OBC

The OBC approved in March 2009 included the following statement about the works proposed for Mount Gilbert Special School:

“The Mount Gilbert Special School is a school for pupils with social, emotional and behavioural difficulties located in the centre of Telford. The school currently has 48 11-16 places and work is underway with the 14-19 Team to develop enhanced curriculum opportunities for students in KS4. Provision in the South Telford Skills Centre will reflect the greater participation rates which we hope to achieve with Mount Gilbert pupils. Current projections lead to this school being retained as a 48 place school with minor refurbishments under the BSF programme.

The school was originally of Victorian construction and was extensively extended in 2001 when it was converted into a special school. At this time major investment was made to the existing Victorian block. With this in mind, the condition backlog for the school is relatively low with a total Priority 3 of £73k with 16% required to be addressed within the next 3 years.

The proposals are to address the government agenda to ensure progress of all pupils including those with Special Educational Needs. The school has developed an innovative curriculum offer at KS4 and it is anticipated that these developments will be extended to cover the whole age range as part of our BSF Campus Telford & Wrekin plans.“

Capital Spending Review – Nov 2010

Following the capital spending efficiency review in Nov 2010, the funding for the school's project was reduced to £840k. In line with the government's new priorities for schools and with local priorities, this funding is targeted at ensuring good quality accommodation that is fit for purpose and the replacement of demountable accommodation.

Current situation

The condition survey was updated in May 2011 and £180k of priority work was identified. This consists mainly of making existing buildings and external areas safe and weather proof. Once this work is accounted for, the remaining funding will be allocated to replacing temporary accommodation with a permanent building and remodelling a small proportion of the existing building, which is due to be used as nurture provision. The current proposal is consistent with the general plan put forward in the OBC. Key aspects of the proposal, after condition issues are addressed, are the replacement of the small demountable building used for the skills centre with a permanent building and improvements to the outside teaching spaces. The skills centre will be a “low tech” building providing the opportunity to deliver vocational aspects to learning e.g. small motor vehicle work, construction, engineering, and land based studies. The school recognises that it may have to provide some of the teaching equipment itself and is already seeking sponsorship and outside support for this.

**Partnerships for Schools
FBC Submission Arrangements - April 2010**

Introduction

The purpose of this document is to set out the PfS requirement for the submission of Final Business Cases (FBCs) for approval. Current arrangements require the production of a Final Business Case document supported by a number of Appendices. The Guidance provides an outline and the whole process is not dissimilar to the production of an Outline Business Case (OBC).

PfS currently operates two very different styles of submission in Business Case Approvals.

1. OBC submissions are by nature, and justifiably, detailed and complex as it is the first major exposition of the business rationale behind an authority's project, demonstrating Value for Money, Affordability and Deliverability of the LAs Transformational SfC proposals.
2. Stage 0 submissions have been radically and successfully modified to allow the LAs to reference previously provided information, provide updates where appropriate and to provide a simple commentary against a small number of headings. The whole process is covered in three tables with the focus on change since FBC approval, continued VFM, Affordability and Deliverability.

The current FBC requirements are more akin to OBC than Stage 0. However, as the purpose of the FBC, is to confirm the Outline Business Case outcomes rather than present a new case, then the FBC requirements have more in common with Stage 0 where the purpose is to confirm the Business Case assumptions of the previous FBC and OBC. It is therefore intended that a form of FBC submission modelled on our new Stage 0 process rather than the format in the current FBC Guidance be introduced.

The LA requirement at FBC would be to:

- Identify changes in the scope, affordability, proposed procurement route or deliverability of the project since OBC. A tabular form of submission would ensure that only relevant information is requested and provided and that provision of the information on a pro-forma is easier for the LA to action than production of a new document;
- Reference previously provided information rather than re-produce it, again using a simple table where responses can be entered;
- Provide a short commentary on a range of specific questions only where a response is necessary, again using a simple table where responses can be entered;
- Clearly identify outstanding issues (derogations, internal approvals, external agreements in a simple list that gives transparency in the final 6 weeks of the Close process;
- Achieve Close with no outstanding Conditions Precedent on their FBC.

The document describes the evidence required from the LA to support the Final Business Case and allow progress to Close and the issue of a Promissory Note. Whilst the process is 'light touch' it nevertheless requires the LA to be rigorous in their approach to ensuring that the evidence required will be in place at the required time.

TELFORD & WREKIN COUNCIL

CABINET **10th November, 2011**

TITLE **National Government Changes to the Disabled Blue Badge Scheme**

REPORT OF **Head of Leisure, Libraries & Customer Services**

1. SUMMARY OF MAIN PROPOSALS

1.1 Background to the Scheme:

The Blue Badge Scheme is a Central Government controlled scheme overseen by the Department for Transport (DfT). They control the relevant legislation, issue operational guidance, produce and provide leaflets and information to the general public and oversee the enforcement of misuse. Telford & Wrekin Council administers the scheme on their behalf for Telford & Wrekin.

1.2 Changes to the Scheme:

After a recent review of the scheme by the DfT, a number of changes have/are being made to the way the scheme is administered. Including:-

- A new eligibility criteria which came into effect on 17 June 2011,
- A new administration process for the authorisation and assessment for the issuing of Blue Badges starting on 1st January 2012
- A new charging scheme which includes an opportunity for Local Authorities to charge a fee to cover administration costs for successful applications only and which must not exceed £10 and covers the full 3 years of issue.

1.3 This new approach will standardise the process by bringing all issuing authorities into line by having:

- a centralised on-line application form through the DirectGov website. There will still be the option of applying by post, or in person at First Point at the main council offices.
- the creation of a public National Helpline for general enquires.
- a centralised data base of all Blue Badges issued, with secure connections to aid parking enforcement agencies to access information to aid the enforcement of fraudulent misuse of Blue Badges.
- the centralisation of the printing and construction of the Blue Badge.
- Improve security embedded in a new design of the Badge similar in construction to that of a driving licence, but remain the same size as the current badge.

1.4 The current Blue Badge scheme operates at a budgeted net cost of £58,470 to the Council. The introduction of the new format of Blue Badge will result in the Council having to pay £4.60 plus VAT for each badge issued, to the Government appointed contractor, for its production. As this scheme is a national one and governed by legislation there is no other option available to the Council to issue Blue Badges. As a result it is proposed to introduce a charge of £10 for each successful blue badge application, an equivalent of £3.33 for each of the 3 years that the badge is issued

for, over half of which will be forwarded to the Government appointed contractor. The payment would only be taken after the issue of a Blue Badge has been approved.

- 1.5 Given that the new award criteria and the introduction of a small fee for the badge may lead to a small reduction in successful blue badge applications, we are forecasting a contribution of £11k per annum towards the net operating costs of £58K.
- 1.6 As part of these changes Central Government have promised relevant press releases will be made available and information will be supplied to relevant organisations. As part of the DfT consultations that have taken place over the last 2 to 3 years into reforming the Blue Badge Scheme, all national bodies have apparently been consulted.

2. RECOMMENDATION

- 2.1 **To note the changes in the Scheme that are being made by national government via the Department for Transport and approve the introduction of a £10 application fee for all successful applications from January 2012, at least half of which will be forwarded to the Government appointed contractor for the issue of the new badge.**

3.0 BACKGROUND

- 3.1 In general, the principles of the Blue Badge scheme are not being changed. Telford & Wrekin will still retain all the current functionality of the assessment process and retain full ownership of the data.
- 3.2 Currently the cost of administering and providing the badges is funded from within Revenues & Benefits, using desktop assessments and where necessary assessments provided by the Physiotherapy Service at the Primary Care Trust (PCT). There is no charge to the customer for the issue of a blue badge under the current scheme.

4.0 SUMMARY IMPACT ASSESSMENT

4.1 Financial implications

The current Blue Badge scheme operates at a budgeted net cost to the council of £58,470. The additional income generated from introducing a £10 charge would be £26k based on the current level of applications. Of this £11.9k will be paid across to the government leaving £14k additional income with the Council. The changes in the scheme will require the Council to cover a number of additional costs to meet its statutory obligations of administering the Blue Badge Scheme and the £10 application fee, which covers the full 3 years of issue, will assist in meeting those costs. It has been estimated that these costs together with a loss of income through a small reduction in number of claims will be approximately £3k. This leaves additional net income of £11k for the blue badge service. The additional income of £11k has already been included within the Council's savings proposals for 2012/13.

MLB 28.09.11

4.2 Legal

Administering the Blue Badge Scheme is a statutory function and as such is covered by Central Government legislation. In order to issue Blue Badges after 1st January 2012 the Council has to adopt the production process as laid down by Central Government and pay the required fee.

4.3 Equalities

- 4.3.1** A separate Equalities Impact Assessment (EIA) for Telford & Wrekin's implementation of the Blue Badge Scheme has not been completed as this scheme is controlled by central Government and overseen by the Department for Transport (DfT).
- 4.3.2** As EIA's, other supporting programme documents and consultation information are available to support the reform process it is recommended that Telford & Wrekin Council should adopt the existing documents as this is a national scheme governed by national legislation, which as a local authority we have to implement.
- 4.3.3** Although this scheme is controlled by Government legislation the implementation will be the responsibility of the Council so measures need to be in place to address any potential issues in the main areas of change outlined in this reform, with reference to the application fee. Due to the nature of the service there could be a disproportionate negative impact on disabled people if the relevant information is not made available so it is essential that notification of these changes are made available to current and potential service users as soon as is practically possible.
- 4.3.4** When looking at the implementation of this service we need to be mindful of how individuals will apply for a Blue Badge and so application forms will need to be available as hard copies for service users and not just through web based measures, payment of the application fee will need to include methods appropriate to our customer base, reassurance with reference to data, collection, security and clearer guidance in the form of bullet points attached to the issuing letter with regard to enforcement / misuse.

TELFORD & WREKIN COUNCIL

CABINET: 10th November, 2011

Parish & Town Council Hotline – Review of Pilot

REPORT OF : Head of Leisure, Libraries & Customer Services

1. SUMMARY

- 1.1 The Parish & Town Council Hotline (P&TCHL) was introduced on 31 January 2011 to address concerns expressed by the Parish & Town Council's that the Council does not always respond to enquiries/service requests.
- 1.2 The P&TCHL was initially launched for a six month trial period, which was extended to allow new Parish & Town Council Clerks and Chairs to become familiar with the service following the local elections in May 2011 and before asking them to comment on it's success or otherwise.
- 1.3 797 Parish enquiries were received between 31 January and 31 August 2011.
- 1.4 Of the 793 enquiries due for a response, 698 (88%) were responded to in 10 days. These responses vary from work being complete or advice of work to be programmed. All enquiries are monitored until final completion of works and Parish's are kept informed of progress at key stages.
- 1.5 Of the 95 cases that were not responded to within 10 days, annual leave and competing priorities were the main reasons for delays in responding.
- 1.6 The top five issues raised by Parish and Town Council's related to potholes, street lighting, street cleansing, tree and shrub issues and fly tipping.
- 1.7 A satisfaction survey with the Parish and Town Council's, following the initial trial, showed that 93%, of those that responded, felt it was easy to register their enquiry or request for service; 77% submitted those enquiries electronically, 93% stated that they were satisfied with the way that their enquiry was handled and the time it took to deal with their enquiry. 100% stated that they were satisfied with the outcome of their enquiry. (**See Appendix A** for a further detailed breakdown)
- 1.8 Positive comments included: noticeable improvement in response times; kept informed of progress throughout; beneficial when the Council is going through a restructure and roles/officers are changing. One area of dissatisfaction related to the loss of personal contact with officers however this is not reflected in the satisfaction scores in Appendix A.
- 1.9 Most Parish & Town Council's with the exception of two small parishes are using the system albeit to varying degrees, **see Appendix A**.

2. RECOMMENDATIONS

- 2.1 To note the information within this report and the success of the pilot period and agree to move from a pilot project by mainstreaming the town and parish council hotline as part of the core offer of the Councils Customer Service Team and the wider Council.**
- 2.2 Service Heads to continue to identify areas for improvement following the receipt of enquiries and service requests from Parish & Town Council's and look to improve response times where improvements are required See Appendix B.**

3.0 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The information within this report impacts on all council priorities.
	Will the proposals impact on specific groups of people?	
	No	The Parish & Town Council Hotline is open to all parish and town council's and thereby, indirectly, all of their constituents.
FINANCIAL/VALUE FOR MONEY IMPACT	No	The costs associated with administering the hotline is in the form of officer time. This is met from within existing budgets.
LEGAL ISSUES	No	There are no direct legal implications arising from this report, however compliance with the Freedom of Information Act 2000 and the Data Protection Act 1998.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	The council's robust feedback mechanisms support the council to maintain its reputation by being responsive to our customers concerns and implementing service improvements as appropriate.
IMPACT ON SPECIFIC WARDS	No	The Parish & Town Council Hotline is available to all parish and town council's and via various access points including web forms, telephone and email and face to face contact at Civic offices.

4.0 INFORMATION

- 4.1 With effect from 31st January 2011, Parish & Town Council's were requested to direct all enquiries/requests for service to the Customer Quality Team (CQT) in line with the requirements of the pilot phase. This could be done by either ringing the Customer Quality Team on 01952 382006, emailing customer.quality@telford.gov.uk or through on line request forms on the Council's website. This was briefed to the Clerks and Chairs of the Parish & Town Council's electronically and through attendance at a number of meetings e.g. Parish & Town Council Group Meeting etc.**

4.2 Council officers were advised that if they received an enquiry directly from a Parish or Town Council, they should redirect that enquiry to the CQT, so that the enquiry can be recorded and managed in accordance with the new service.

4.3 All enquiries are recorded to allow the CQT to case manage the enquiries, ensuring that they are correctly allocated, progress chase responses and escalate cases where responses have not been issued within the agreed target of 10 working days.

5.0 ADDITIONAL INFORMATION

5.1 The Customer Quality Team have been asked to investigate two developments, the ability to attach photo's and the ability to log multiple enquiries. We are currently investigating this with our software suppliers.

Report prepared by Helen Ward, Customer Quality Manager, 01952 382507

Appendix A

Parish Single Point of Contact – Satisfaction Survey 2011

Introduction

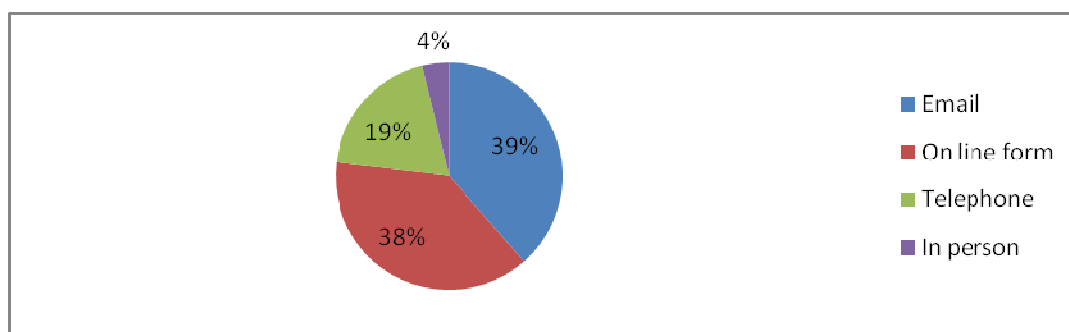
Following the implementation of the single point of contact for Parish's it was agreed that a satisfaction survey would be undertaken to establish any improvements required.

Only 2 parishes have yet to use the single point of contact service: Eyton Upon The Weald Moors and Preston Upon the Weald Moors

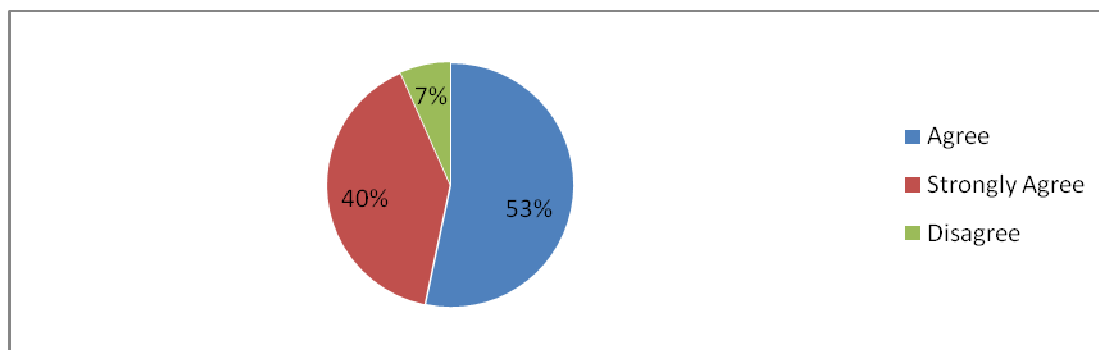
Of the 25 surveys 15 were returned; a response rate of 60%.

The results of the survey are detailed below.

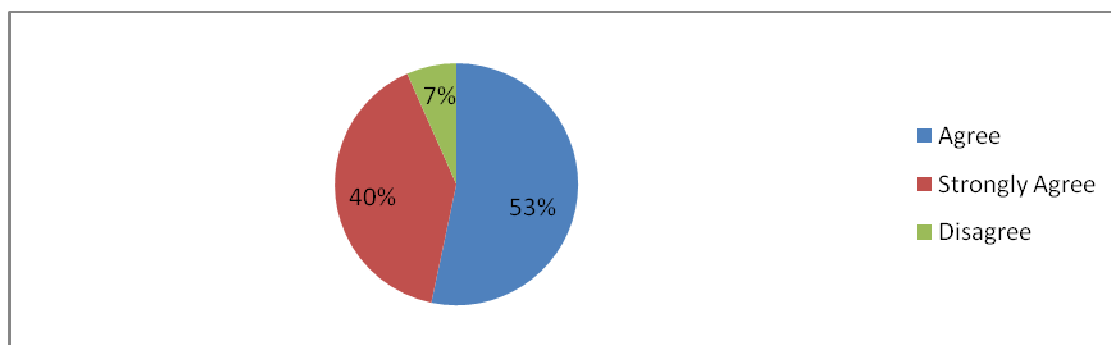
1. I made the enquiry to the Customer Quality Team by:



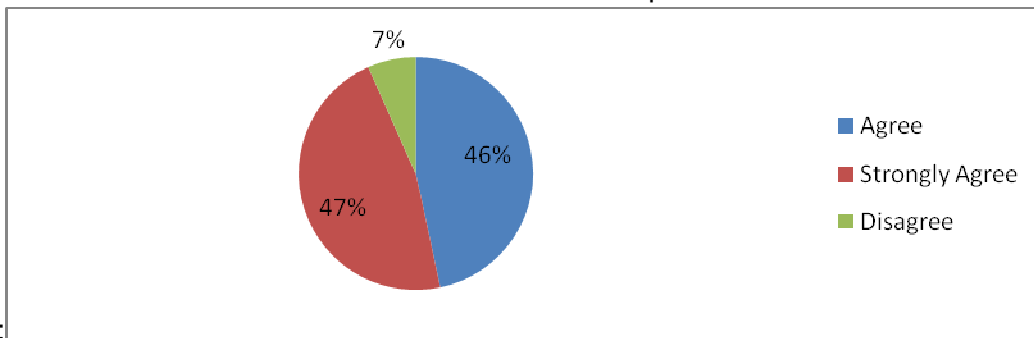
2. It was easy to make my enquiry :



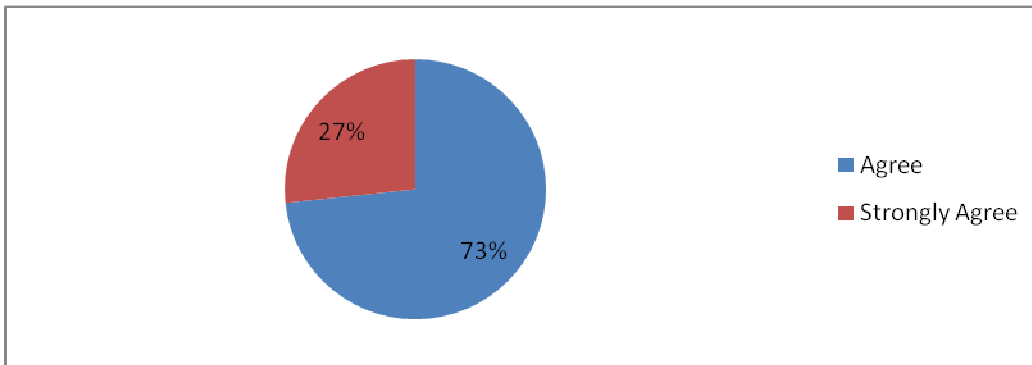
3. I was satisfied with the way the Council processed my enquiry:



4. I was satisfied with the time it took to receive a response



5. I was satisfied with the outcome of my enquiry:



Comments

- Noticeable improvement in response times
- Kept informed throughout and get an answer even if not the one you want
- Pleased it is continuing after the initial trial as beneficial
- Everyday matters are fine – those that are more complex would be better resolved by personal contact with officer leading on the issue
- Those officers that are good are still good – those last minute are still last minute
- System is excellent – largely due to being so poor before
- Miss the personal touch with officers
- Initial acknowledgement made immediately but then can take up to 10 days for response
- I was concerned that previous good working relationships with individuals would be disrupted but my requests appear to be getting to my usual contacts so referrals is working well. There is a benefit in the context of the changes taking place and where new people are picking up responsibilities I find out who the new contact is!
- The one area of dissatisfaction was around preferring the previous system of making contact direct with officers

Improvements

1.	Would like facility to attach photos	This is under development and will keep Parishes updated.
2.	Would like facility to log multiple enquiries without having to keep going in and out of website	Have raised this with our website supplier and will keep Parishes updated.

List of responding Parishes

- Church Aston Parish Council
- Great Dawley Parish Council
- Hadley & Leegomery Parish Council
- Ketley Parish Council
- Lawley and Overdale Parish Council
- Lilleshall, Donnington & Muxton Parish Council
- Madeley Parish Council
- Oakengates Town Council
- Stirchley & Brookside Parish Council
- Tibberton & Cherrington Parish Council
- The Gorge Parish Council
- Wellington Town Council
- Wrockwardine Wood & Trench Parish Council
- Roddington
- Anonymous – hard copy with no identification of Parish

Parish Report

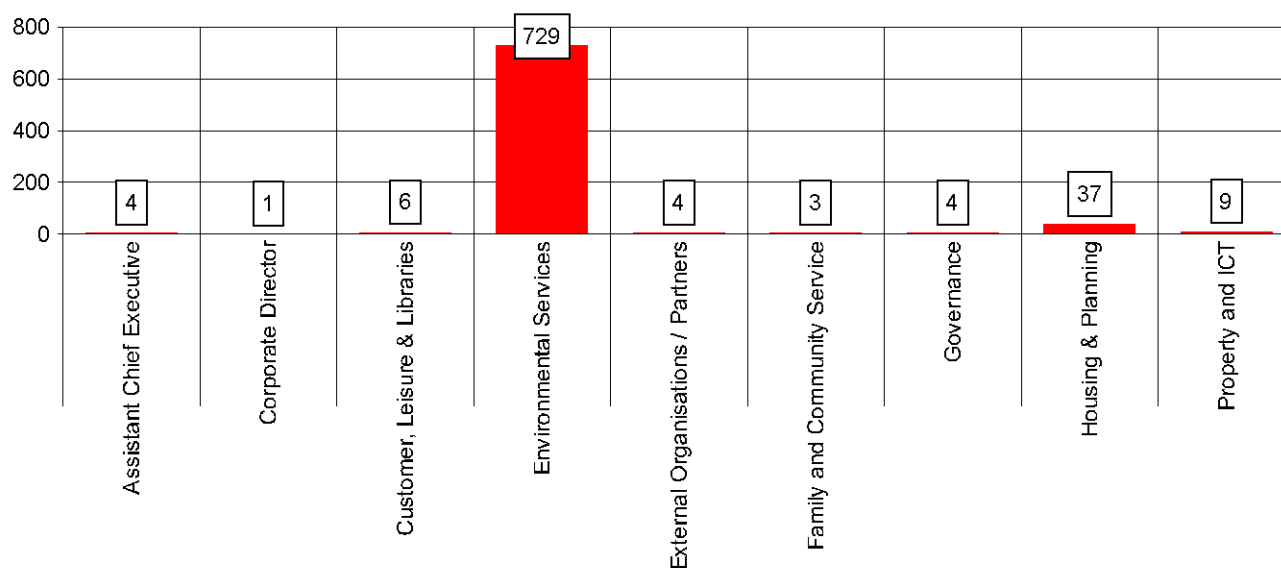
Performance information January 31 2011 – 31 August 2011

Overall Performance

Of 797 Parish Enquires received, there were 821 associated issues.

Of those received, 793 were due for response and 88% (698) were responded to within the target of 10 days.

Parish Enquiries Received



Performance by Service Area

(Responded to within 10 days; of those due for response)

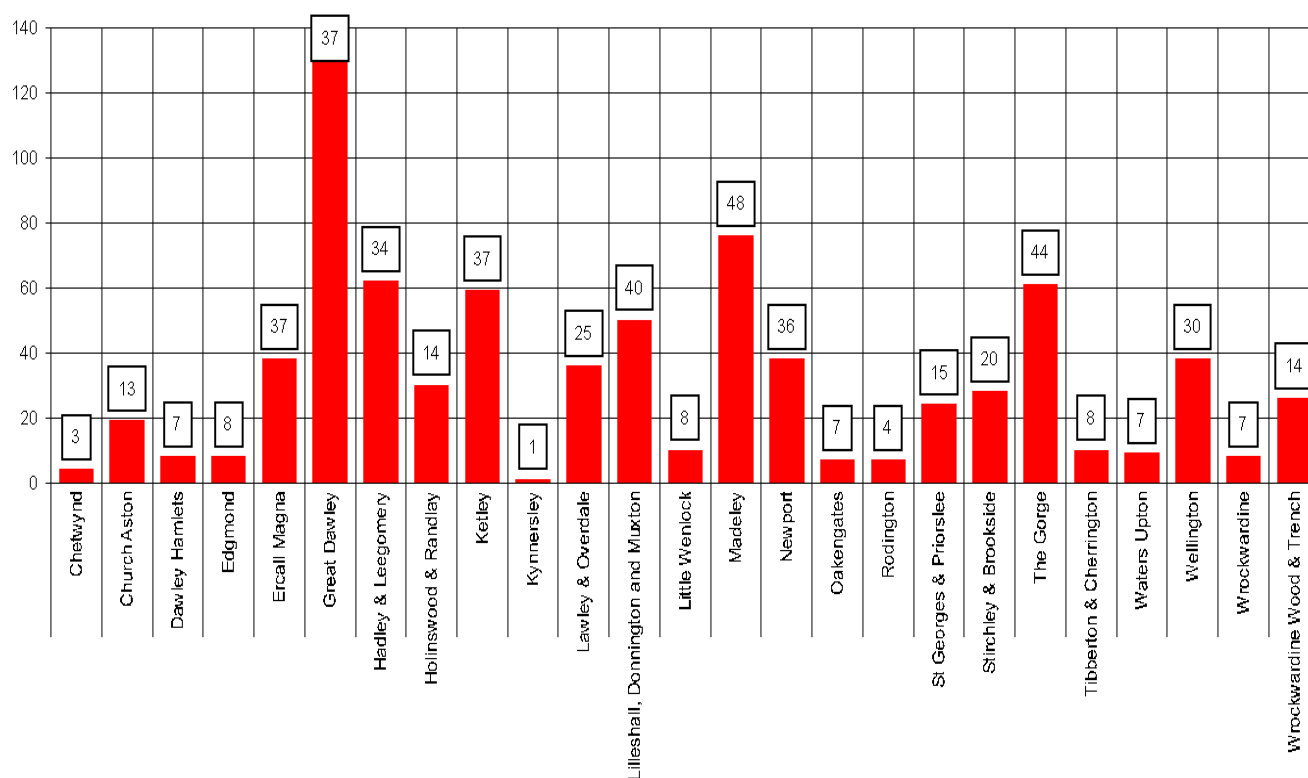
	% responded to in target	Number due for response in period	Number responded to in 10 days
Assistant Chief Executive	75%	4	3
Corporate Director	0%	1	0
Customer, Leisure & Libraries	83%	6	5
Environmental Services	89%	729	646
Family & Community Services	100%	3	3
Governance	50%	4	2
Housing & Planning	89%	37	33
Property & ICT	67%	9	6

4 enquiries received were referred to external organisations and are not included in these figures.

Top 5 Issues reported by Parishes

- 1 – Condition of footpaths (potholes)
- 2 – Street lighting (bulbs out/flickering)
- 3 – Street Cleansing (general rubbish/litter)
- 4 – Trees & Shrubs (overgrown/untidy)
- 5 – Fly Tipping

Number of Enquiries Reported by Parish



\\Btw.gov.uk\shared\cg_shared\Customer Strategy\Customer Quality Team\Portfolios, Parishes Performance.Information\Parishes\Parish reports\Parish Town Council Single Point Of Contact - SMT Report - 110902 V2.doc

TELFORD & WREKIN COUNCIL

Cabinet: 10th November 2011

TITLE: EVENTS AND FESTIVALS IN TELFORD & WREKIN FOR 2012

REPORT OF: THE HEAD OF LEISURE, LIBRARIES & CUSTOMER SERVICES

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 To inform Cabinet of the proposed calendar of community events for 2012.
- 1.2 2012 will be a significant year for the Borough. The national programme for London 2012, the Olympics and Paralympic Games and the Cultural Olympiad, will have a regional and local resonance for Telford & Wrekin through a dedicated calendar of activity, highlighting the opportunities for the general public to take part in, or experience Olympic related or themed events and activities.
- 1.3 A review of the existing calendar and the inclusion of a number of other services in the overall programme plan has meant that a rich offer is still possible without increased investment. Through rebranding of existing service events and the use of the Olympic themes a calendar has been produced which will be launched for 2012 as Telford's Olympic Offer under the brand 'The Games and Me', **See Appendix A**
- 1.4 This calendar is also supported by the existing local events in the borough which are outlined in **Appendix B** and those lead by the Community and Town and Parish Councils, many of which are outlined in **Appendix C**.
- 1.5 Business Sponsorship and external funding will be key to the continued programme of public events and to this end the Arts & Culture Team have successfully attracted sponsorship funding from two Telford companies this year, Ricoh and Keim Paints. It is hoped that this support will continue for next year and that other approaches recently made to the team will also prove beneficial in helping to sustain our events programme

2. ADDITIONAL IMPORTANT NATIONAL AND REGIONAL EVENTS

2.1 The London 2012 Torch Relay

On the 7th November we will learn if Telford & Wrekin will be a part of the torch relay route touring the country throughout May/June next year. If successful we will begin working with our communities and parishes on the route to plan the celebration of this once in a lifetime event. Additional funding will be required to support this event, a further report will be provided to Cabinet once further detail is available.

2.2 The Queen's Diamond Jubilee 2012

There is the potential of a royal visit taking place in July 2012 as part of the Queen's Diamond Jubilee celebrations. Confirmation is again due in November 2011 from the Office of the Deputy Lord Lieutenant. The main event is likely to take place at RAF Cosford and Telford & Wrekin have agreed in principle to support this event should the royal visit be confirmed. Additional one off funding would be required.

2.3 The Community Games

For the past 18 months, Telford and Shropshire have been working as a sub region to create as many opportunities as possible for people to engage with the Olympics. Sporting Champions was a great example of this engagement with our local communities, celebrating the heroes and young hopefuls in Sport from Telford & Wrekin.

Inspired by William Penny Brookes' original Wenlock Olympian Games which started in Shropshire in 1850 and ultimately provided the vision for the modern day Olympic and Paralympic Games, the Community Games Toolkit was launched in May 2010 as part of the West Midlands Cultural Olympiad, and Telford have adopted the programme as a practical way to engage local people in 'active health' events which combine sport and cultural activity in celebration of 2012.

During 2011 Telford & Wrekin had registered 10 community Games events. Funding has been provided by the council and PCT in 2011/12 to support local games-makers to match fund their events up to £250. We hope to continue this small grants fund into 2012/13.

3.0 RECOMMENDATIONS

- 3.1 Endorse the 'Olympic' Themed events outlined in Appendix 1 and endorse the annual core calendar of community events outlined in Appendix 2**
- 3.2 The Arts and Culture Team working in conjunction with the Head of Service and Cabinet Member continue to seek business sponsorship and external support to sustain the annual core programme of community events.**
- 3.3 Cabinet endorse their support for the Torch Relay should we be successful on 7th November 2011 and Queens Diamond Jubilee Celebrations and note the additional one off funding required to support these unique opportunities.**

4. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Cooperative Council, health and well being and community cohesion
	Will the proposals impact on specific groups of people?	
	Yes	The events programme has been designed to attract all members of the community to attend and take part
TARGET COMPLETION	January 2012 to December 2012 – see appendices for information	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	<p>The 2011/12 base budget for Arts & Culture includes £35k for events. The current events programme is managed within this budget. For 2012/13 savings of £8k have been offered up against this budget reducing the amount available to £27k. In 2013/14 a further saving of £9.5k has been identified which would leave £18k to support the events programme for that year.</p> <p>The Queen's Diamond Jubilee event will require additional funding of between £50k to £60k indicatively. Also as part of Telford's commitment to hosting the Olympic Torch if successful there are likely to be additional costs in the region of £20k. Should it be agreed that support be given to the above two projects then additional funding will need to be identified from Council resources. MLB 07.10.11</p>
LEGAL ISSUES	No	
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	There is a significant positive impact on the reputation of the Council through the delivery of these events. There are a number of opportunities to engage with businesses in the borough who recognise the value of these events and would like to sponsor activities.
IMPACT ON SPECIFIC WARDS	No	Borough Wide Impact

PART B) – ADDITIONAL INFORMATION

5.0 BACKGROUND INFORMATION

- 5.1 Events have been developed to meet the needs of the widest possible sections of the community and have deliberately been as inclusive as possible both in terms of the offer of leisure, culture and sports at events and the opportunities to participate often being Free.
- 5.2 Funding to kick start the delivery of an outdoor events programme was approved by the Cabinet in 2008. The budget has reduced over a three year period and will likely be reduced again as part of the 20% savings initiative. We have however been fortunate to be able to diversify our offer through programmes such as Find Your Talent which have brought us events such as Park Live and Telford's Got Talent. However some events previously delivered in 2011 will be at risk in 2012 and 2013 unless funding through sponsorship can be secured. Those events at risk for 2012/13 have been outlined in Appendix 2.
- 5.3 We are working closely with the Southwater Events Group who own TIC to ensure our events programmes are mutually supportive. We are also working with them to assess if and how we could both make more effective use of the Arena to bring in additional events to the area e.g. music events, flower shows etc.
- 5.4 The success of the parks for people bid £2.1m investment will further develop our offer in the Town Park including the opportunity to add some further events to the list outlined in Appendix 1.
- 5.5 Support has been received from the PCT in the delivery of certain events e.g. CultureFest Fun Run. The Arts & Culture team have been successful in securing additional business sponsorship funding for two key events this year – CultureFest and Park Live. This will continue to be a priority objective for the team, following up new opportunities to secure business sponsors to support the events programme.

APPENDICES

Appendix 1 – The Games and Me Calendar 2012 to support the 2012 Olympic and Paralympic Games

Appendix 2 – Calendar of Lead Annual Events for Telford & Wrekin

Appendix 3 - Borough Wide Events delivered by Town & Parish Councils

**Report prepared by:
Psyche Hudson, Arts & Culture Manager
Telephone: 01952 382262**

Appendix 1

Proposed 'The Games and Me' Programme February to September 2012 (games time)
Bringing the Olympics to Telford and Wrekin

Month	Date	Activity or Event Title	Brief Description of event	Location
Feb		Telford 2012 Torch Parade	A community torch parade in the Park. Communities and groups will be involved in creating lanterns/torches before the event and from part of the procession. Fireworks finale.	Town Park
Feb	tbc	Dance Festival	Schools and community Groups plus professional companies showcase at Oakengates Theatre	Oakengates Theatre
March	14 th	T & W Music Showcase	Schools showcase /pupils Olympic themed – Music from around the world	Oakengates Theatre
April	21	St George's Day	Traditional games e.g egg and spoon, welly wanging, tug of war, Morris Dancing etc.	Town Park/ Southwater
April	tbc	Young People's Market – Enterprise activity	Market for young people to promote and sell their creative work (Cultural Olympiad)	Choice of indoor and outdoor
April	Easter Hols	Leisure Centres Easter Holiday Programme	Easter Olympic themed activities at our leisure sites	Various

Month	Date	Activity	Details	Location
May	tbc	Tight Knit Community	Residents to knit/crochet some of the 205 flags of competing nations and drape over the Ironbridge – will be actioned following announcement on 7 th November	Ironbridge
May	9/10	Much Ado about Wenlock	A drama production based on the Wenlock Olympic story.	Oakengates Theatre
May	?	Olympic Torch Relay - Telford	The Olympic Torch could pass through Telford and Wrekin (Await announcement 7 th November)	
May	tbc	Olympic themed World Market	Stalls to represent some of the 205 competing countries	To be confirmed
June		Queens Diamond Jubilee Celebrations	Promotion of street parties/celebrations	
June	tbc	The Big Sing	Olympic themed singing event	Tbc
June	28 th June to 1 st July	Outdoor Dance Commission – Playground Dance	Dance Xchange, Birmingham commission for Shropshire and Telford	Various playgrounds in STW
May – Aug		'A sport for every culture' programme Kabadi Games – Womens Swimming Event (College) –	A week long festival showcasing sports that represent nations living in Telford & Wrekin.	Various community halls and venues throughout the borough

		Ghanian Community sports and culture event (Brookside) Asian Women's Event – Woodside		
July	21st	CultureFest 2012	Family Fun Day including the PCT annual Fun Run. Show casing cultural and leisure opportunities across the borough and 2012 themed displays and events. Community Games will be a particular feature in 2012.	Telford Town Park
July	21 st	Trailblazer Roadshow – community dance on a touring stage	Dance Xchange Birmingham Commission	Telford Town Park
July	tbc	Active Lifestyles Awards Evening	Annual Event celebrating young sports people	Oakengates Theatre
July	10 or 17 th – tbc	Urban Games	Annual event rebadged with an Olympic theme	tbc
July	July 31 st	Older People's activity day and tea dance	Indoor event to promote physical and cultural activities available for Older people, culminating in a Tea Dance	Oakengates Theatre
July	tbc	Junior Open Art Exhibition	Art exhibition with Olympic theme	Oakengates Theatre
July /Aug	Launch date tbc	Summer Reading Challenge – part of the national "Cultural Olympiad" offer	Annual national programme supported by local events for 4-11 yrs " <i>Stories around the world</i> "	Available from all libraries / activities at selected libraries
July/ Aug	six weeks summer activity calendar	Leisure Sites Summer Holliday programme - Olympic themed activities at the leisure sites	A host of promotions and activities at our leisure sites, possibly to include some sort of personal challenge for people to try as many different activities as possible or achieve a certain goal in a chosen activity	Various leisure sites

Aug		Street Sports	Annual event with an Olympic theme	
Sept	1st	Park Live	Young Bands Event	Telford Town Park
Sept	9 th	Paralympic Games Opening Ceremony	Invite Disability groups eg I Can 2 to put on an event	to be confirmed and agreed
Sept	22 nd ?	WHS Festival	Annual Heritage Festival with 2012 theme. Possible twinning with other World Heritage sites	Ironbridge Gorge

Foot note: Our 2012 Calendar will be complimented by a rich offer from the private and voluntary sector. The town and parish councils have plans to celebrate the Olympic year through their annual events (mapped in Appendix 3) and we anticipate a large number of community games taking place across the borough. Notably Ironbridge Gorge Museums will feature as part of the national Festival 2012 Calendar of the Cultural Olympiad with their Science Sport Life Exhibitions which run through till September 2012 and 'Core' their recent commission with an international digital artist will create a huge amount of tourism and international media interest for Telford & Wrekin.

Appendix 2

Calendar of Lead Annual Events led by Telford & Wrekin Council

Month	Event	Location
January	Oakengates Theatre Pantomime – Robin Hood	Oakengates Theatre
	Open Art Exhibition	Oakengates Theatre
February	Telford Dance Festival	Oakengates Theatre
March	Telford & Wrekin Music Showcase	Oakengates Theatre
	Young Bands Night	Oakengates Theatre
April	St Georges Day	Oakengates Theatre
	Easter Indoor Market	Oakengates Theatre
May	Young Band Night	Oakengates Theatre
June	The Big Sing	Telford AFC Football Ground
July	Culture Fest 2012	Telford Town Park
August	Oakengates Theatre Youth Summer Schools	Oakengates Theatre
September	World Heritage Festival 2012	Telford Town Park
	Park Live	Telford Town Park
	Active Lifestyles Sports Awards Event	Oakengates Theatre
November	Remembrance Day Services	Remembrance Memorial Telford Town Park & Oakengates Theatre
	Young Bands Night	Oakengates Theatre
	Ice Show	Telford Ice Rink
December	Oakengates Theatre Pantomime	Oakengates Theatre
	Christmas Indoor Market	Oakengates Theatre

The Events overleaf appeared in the 2011 calendar which we are unable to support in the 2012 calendar at this point in time due to resources and funding:

Telford Book Awards

Originally supported by funding from the Find Your Talent programme, this annual event ended with the Find Your Talent Grant being cut by national government

Telford Drama Festival

An event developed through the withdrawn Find Your Talent funding which may be adopted by schools as a showcase but will no longer form part of Oakengates theatres events calendar due to lack of funding.

The Big Draw

A national Scheme for each October Half Term led by the Campaign for Drawing which raises the profile of drawing as a tool for thought, creativity, social and cultural engagement. This programme was supported by Find Your Talent and is no longer viable without further support.

Events that took place in 2011 independently

These events were removed from the T & W led calendar of 2010 through loss of funding however we are pleased to report that they still took part due to the commitment of those people involved.

Telford's Got Talent

To be staged at Oakengates theatre in October 2011 – the theatre and the Councils Arts teams met the demand from the public to restage this event by funding it through subscription to take part. The event will showcase the final 12 selected acts on October 25th 2011 at the Theatre.

Rural Arts Festival

This arts and cultural celebration festival was established through Find Your Talent funding – it is hosted by the Schools in High Ercall, Crudginton and Waters Upton and has been very well received. The school network funded and drove the event themselves this year.

Telford Film Festival

An event supported by the Find Your Talent fund which gave young people an opportunity to showcase their short films at a gala event. Our mini – Cannes. The showcase was hosted by one of the secondary schools this year and looks like another successful legacy project from Find Your Talent.

Footnote:

All of the above events should be seen in the context of local events that will also be taking place around the borough which we have mapped in **Appendix 3**. We believe that viewing both appendices together offers a rich mix of opportunities for our communities to engage in different activities and although there is always room for more as a standard framework the calendar we can offer as an authority in 2012 is varied and complimentary to our priorities.

Appendix 3 - Key Borough Wide Events delivered by the Community

Month	Event	Service Organisers	Location
January			
February			
March			
April	The Bailey Mile (Run)	Wellington Town Council	Wellington Town
May			
June	Telford Primary Schools Youth Games		
	Newport Carnival	Newport Town Council	Newport Town
	Wellington Carnival	Wellington Town Council	Wellington Town
	Wellington Midsummer Fayre	Wellington H2A	Wellington Town
	The Great Wrekin Barrel Race	Wellington H2A	The Wrekin, Wellington
July	Newport Show	Newport Town Council	Newport Town
	Folkangates Music Festival	Oakengates Town Council	Oakengates Town
	Ironbridge Gorge Brass Band Festival	Ironbridge Gorge Brass Band	Coalbrookdale, Ironbridge
August	The Coracle Regatta	Ironbridge Rowing Club	The Severn, Ironbridge
September	World Heritage Festival	Ironbridge Regeneration Partnership and Community members	Ironbridge Town
	Harper Adams Farmers Market	Harper Adams University College	Harper Adams University College
	Telford Trail – Walks	Madeley Parish Council	Telford Town Park
	Newport Nocturne Floodlit Cycle Race	Newport Town Council	Newport Town
October	Dawley Celebration Event	Dawley Parish Council	Dawley Town
	Wellington Literary Festival	Wellington Town Council	Wellington Town Locations
	Madeley Green Day – Environmental Festival	Madeley Parish Council	Madeley Town

	Gorgeous – Annual Craft and Design Fair	The Ironbridge Gorge Museum Trust and The Shropshire Guild of Contemporary Craft	Enginuity, Coalbrookdale, Ironbridge
	Apple Day	Greenwood Centre	Greenwood Craft Centre, Coalbrookdale, Ironbridge
	Greenshoots Week	A variety of organisations such as the PCT, The Greenwood Centre on Councils' parks and open spaces.	Various locations across the borough
	Ironbridge Museum Ghostly Gaslight Halloween Event	Ironbridge Gorge Museums	Blists Hill Victorian Town
November	Ironbridge Christmas Market and Lights Switch On	Ironbridge Parish Council and Ironbridge Regeneration Partnership	Ironbridge Town
	Donnington Bonfire Event	Independent contractor	Broadoakes Playing Field
	Ironbridge Museum Bonfire and Fireworks Event	Ironbridge Gorge Museums	Blists Hill Victorian Town
December	Christmas Light Switch On's	Various Parishes	e.g Madeley, Oakengates, Wellington, Donnington, Church Aston, Newport
	Newport Christmas Market	Newport Town Council	Newport Town
	Oakengates Christmas Market	Oakengates Town Council	Oakengates Town
	Ironbridge Victorian Christmas Market	Ironbridge Gorge Museum Trust	Blists Hill Victorian Town

TELFORD & WREKIN COUNCIL

CABINET - 10th NOVEMBER 2011

REVIEW OF SENIOR MANAGEMENT STRUCTURE

REPORT OF THE HEAD OF GOVERNANCE

PART A – SUMMARY REPORT

1.0 SUMMARY OF MAIN PROPOSALS

- 1.1 To present to the Leader and Cabinet, for consideration, the review of the senior management structure that the Interim Chief Executive was tasked with undertaking and to consider arrangements for the recruitment of the proposed Managing Director post.

2.0 RECOMMENDATIONS

- 2.1 Cabinet considers the review and, if appropriate forwards comments for consideration by Council when it considers the review on the 24 November 2011;
- 2.2 Cabinet passes any comments on the recruitment proposals contained in Appendix 1 to the Personnel Board when it considers the recruitment process for the Managing Director in December 2011;
- 2.3 Agrees the proposed salary scale for the new post as detailed in paragraph 4.6;
- 2.4 Agrees the continuation of the interim arrangements including re-affirming that the Interim Chief Executive is expected to implement the proposed re-structure, taking into account any comments that Council might have; and
- 2.5 Note the proposed savings of £406,000 which the proposed review of the senior management team will deliver on an on-going basis.

3.0 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The role of Managing Director and Head of Paid Service will be responsible for ensuring the economic, efficient and effective delivery of the Council's priorities and statutory duties.
	Will the proposals impact on specific groups of people?	
	Yes	Yes, it has a direct impact upon members of the senior management team
TARGET COMPLETION/DELIVERY DATE	Appointment of the Managing Director by the 18 January 2012. It should be noted that the proposed timescale for the appointment of the Managing Director brings an end to the post of Interim Chief Executive at the earliest opportunity.	

FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p>The budget for salary, on-costs and essential car-user allowance of the substantive Chief Executive post is £192,930pa. The proposed salary for the Managing Director post is £137,000 with no essential car user allowance. Including on-costs, the total budget for the proposed Managing Director post will be £176,500 which represents a saving of over £16,000 or 8.6%.</p> <p>In total, with the reduction in the number of Corporate Directors, the reduced salary of these posts, the withdrawal of essential car user allowances from the Corporate Directors together with the net reduction in the number of Assistant Directors (Heads of Service) of 2 fte's, a total saving from this re-structure of just over £400,000 pa will be generated.</p> <p>Total reductions to the cost of the senior management structure of the Council will then be in excess of 50% compared to 3 years ago.</p> <p>Recruiting internally, if there is a suitable candidate, will save the Council in the region of £30,000 in advertising and search costs.</p>
LEGAL ISSUES	Yes	<p>Full Council must approve the proposed appointment of a role that includes the designation of Head of Paid Service in order that the organisation swiftly moves to the new model.</p> <p>Cabinet members must also have the opportunity to object to any proposed appointment before the offer of appointment is made.</p> <p>Council must also designate an officer to be the Monitoring Officer, s.151 Officer, Electoral Registration Officer and Returning officer to meet the authority's statutory requirements under electoral law.</p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<p>The appointment process proposed is in accordance with the Council's Constitution and Recruitment and Selection Policy which takes account of Council policies on equality and diversity.</p>
IMPACT ON SPECIFIC WARDS	Yes	<p>The review proposals potentially affect all wards equally.</p>

PART B) – ADDITIONAL INFORMATION

4.0 INFORMATION

- 4.1 Richard Partington was appointed Interim Chief Executive with effect from 1 August 2011. In addition to his strategic responsibilities as Interim Chief Executive he was given the specific remit of undertaking a review of the senior management structure and making recommendations for moving away from the traditional "Chief Executive" model and facilitating the development of a co-operative council model of service delivery.

- 4.2 The appointment was originally envisaged to be made on a part-time basis (3 days per week) with the appointment planned for 6 – 9 months, with reviews taking place in November 2011 and February 2012. Cabinet Members should note that, as this was an internal recruitment the post was, in the end, filled on a full-time interim basis by averaging out the advertised salary of the Interim Chief Executive and the pro rata substantive salary of the successful candidate; the Assistant Chief Executive. Accordingly the authority secured a full time Interim Chief Executive for no extra cost, representing further good value for the authority. In addition the residual hours of the Assistant Chief Executive and previous Chief Executive were not filled. There was provision in the original terms of reference for a review of these arrangements in November 2011.
- 4.3 The Interim Chief Executive was due to make initial recommendations to cabinet in early October, and final recommendations by the 21 October 2011. A draft copy of the review was provided to the Leader in accordance with this timescale. This report provides an update on progress against the timetable and constitutes the November review of the appointment.
- 4.4 A copy of the review (and terms of reference) is included at Appendix 1. Members are asked to note that, in accordance with the agreed terms of reference for this review a copy of the report will also be going to Council for consideration
- 4.5 This review will constitute most if not all of the consultation documentation for those employees affected by the proposals contained in the review. It is proposed that the Managing Director role be advertised internally immediately after full Council.
- 4.6 Key recommendations in the report include:-
1. The creation of a full time post of Managing Director on a salary of £137,000 (£12,000 below that of the previous Chief Executive);
 2. A net reduction in the number of Corporate Directors by one and a proposed reduction in salary for all Corporate Directors from £119,000 to £109,600pa;
 3. The re-designation of Heads of Service to Assistant Directors with no increase in salary;
 4. A reduction in the number of Heads of Service (Assistant Directors) and the identification of two part time, specialist positions, a net reduction of 2 posts at this level;
 5. The re-shaping of responsibilities and a comprehensive programme to achieve the aims of the Co-operative Council;
 6. Re-shaping the Local Strategic partnership structure better to enable delivery of key priorities and to address key issues in the Borough;
 7. Putting in place arrangements to seek to address poverty and social exclusion within our communities;
 8. Proposals to improve the support provided to all Borough Councillors; and
 9. A stronger organisational focus on delivery and excellent customer service.
- 4.7 Cabinet are asked to consider the report and agree the recommendations and make any comments that it considers should be taken into account when Council considers the report on the 24 November 2011. Particularly the Cabinet are asked to consider the recruitment proposals and pass any comments on it to the Personnel Board when it considers the process in December 2011.

- 4.8 Council, when it considers this report, will be asked to agree in principle that a further report be brought back to its meeting on 18 January 2012 detailing the required constitutional changes for approval, the linking of the Head of Paid Services role and Returning Officer and Registration Officer with the role of Managing Director, agreeing any recommendation from the Personnel Board regarding the appointment of the successful candidate into the role of Managing Director, agreeing the designations of Monitoring Officer and Chief Finance Officer to the newly created posts.

5.0 PREVIOUS MINUTES

- 5.1 Minutes of the Cabinet meeting held on the 7 July 2011, the Personnel Board Meetings held on 19 July and 26 July 2011 and Council on the 28 July 2011.

6.0 BACKGROUND PAPERS

- 6.1 None

Report prepared by Jonathan Eatough, Head of Governance and John Harris, Human Resources Manager, Telephone: 01952 383 200 and 01952 383 520

**REVIEW OF
SENIOR MANAGEMENT
STRUCTURE
&
OPERATIONAL ARRANGEMENTS
TO PROGRESS THE
DEVELOPMENT OF THE
CO-OPERATIVE COUNCIL**

**Report of the
Interim Chief Executive**

October 2011



**Telford & Wrekin
COUNCIL**

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PURPOSE OF THIS REVIEW

To conduct a full review of the organisation's Senior Management structure and operations and make recommendations for the most effective model with particular regard to the delivery of Co-operative Council objectives and to deliver savings. Appendix 1 sets out the full Terms of Reference for this review.

This report is set out in 8 main sections:

1. Background & Context
2. Priorities, Aims & Ethos of the Organisation
3. Proposed Senior Management Structure & Operating Arrangements
4. Senior Management Pay
5. Working in Partnership
6. Working in the Community
7. Supporting and Involving Members
8. Savings to be delivered

1. BACKGROUND & CONTEXT

In reviewing the Senior Management structure, it is important to understand where we are as an organisation and assess the implications and potential impacts of legislative and other issues. The Council has already made significant progress in reducing non-frontline expenditure, while at the same time minimising Compulsory Redundancies. Over the past two years, costs of senior management have been reduced by over 40%. Savings from staffing costs across support and corporate services have averaged in excess of 20% through restructuring activity (significantly better results than generated through many shared services initiatives/models). In terms of some of the key issues and challenges facing us, some of the main ones include:

- **Budget**: We need to save some £21m in 2012/13 and, although Government grant allocations beyond this date are estimates, up to a further £19m over the following two years. The Cabinet has expressed its clear intent to do all it can to minimise frontline service cuts;
- **Public Health**: From April 2013, the running of Public Health will transfer formally from the PCT to the Council. A 'shadow budget' will be in place for 2012/13 (likely to be a maximum of £8m). A lot of work will be required over the coming months to integrate the Public Health function into the organisation. Services that will transfer in are likely to include health protection plans, sexual health, national child measurement programme, Health Check and Public Health advice to NHS commissioners. The Department of Health expects that Directors of Public Health will report directly into chief executive officers. As these changes are some 18 months away and there is much dialogue and planning to undertake, the Public Health function is not built in to the structure proposals in this document. However, this report's proposals anticipate the changes and can enable integration;
- **Future Funding of Local Government**: The Government is currently reviewing and consulting on funding local councils from 2013. At present, local councils receive their funding from three main sources: grants from central government; council tax; and other locally generated income (such as fees and charges for services) and councils get more than half of their income from central government grant. One of the main components of formula grant is National non-Domestic Rates, commonly known as business rates. Business rates are collected by local authorities from businesses in their areas, but they are currently paid into a central pool to be redistributed as part of formula grant. This dependence on central Government funding also means there is a greater incentive to design services in order to secure Government funding, rather than to respond to local communities' needs. The Government wants to change the current system by enabling

councils to keep a share of the growth in business rates in their area. This will make councils more financially independent from central Government and give them a strong incentive to promote local business growth. This is similar to the New Homes Bonus which the Government has already introduced into the funding mechanism for councils which gives a financial reward to local authorities for securing housing growth. Incentivising growth is a clear Government policy priority;

- Localism Bill/Open Public Service White Paper: There are many facets to the Localism Bill. However, in terms of service delivery, a key part is the right for voluntary/community bodies, parish councils, charitable trusts/bodies or two or more employees of the authority to challenge the Council's right to deliver a service in-house. Government regulations will specify the grounds upon which a challenge can be rejected. If a challenge is accepted, the Council will need to carry out a procurement exercise relating to the provision. Building on this, the 'Open Public Services' White Paper promotes the 5 principles of Choice, Decentralisation, Diversity, Fairness and Accountability to give residents more freedom, more choice and more control over the services they receive. As such, if the Council wants to be more than just a commissioner of services then we will need to ensure that our services are efficient, needs and user-focused and clearly contributing to the social, economic and environmental well-being of the area.

2. PRIORITIES, AIMS & ETHOS OF THE ORGANISATION

Telford & Wrekin – 'A Co-operative Council'

Becoming a Co-operative Council is not an end in itself, it is a way of doing things to deliver key priority outcomes for the Borough. Essentially, being a Co-operative Council is about 3 important things:

- **Bringing more public services together so that people get what they need at the right place and the right time;**
- **Involving local people and our employees more in planning and running services;**
- **As a Council, supporting our community better and encouraging people to do more to help their own communities.**

Our focus as a Co-operative Council has to be on addressing needs in the community and the delivery of key outcomes. The '100 Day Budget Review' outlines a number of priorities which require an organisational and community focus:

- Higher levels of investment and business growth;
- Lower levels of poverty and social exclusion and greater well-being of households through higher numbers of residents in employment;
- Vulnerable children, young people and adults safeguarded from harm and neglect;
- Even more children and young people on the path to success in adult life through the provision of good quality, training and jobs;
- A safe and cohesive place where people are empowered and have the confidence to play an active role in their communities;
- Improved health of people which enables them to live active, positive and independent lives;
- Mixed and sustainable communities with an increased supply of new housing, better existing homes and a high quality physical environment.

Aims for the Organisation:

To be a Co-operative Council challenges us to work even better in partnership, to be even closer to our community, to provide even higher standards of public service, to improve leadership and

management practice, to develop new and better skills, and to think ever more creatively at how we can help to solve problems and deliver services differently to address needs and expectations. To be a Co-operative Council, we must build on the foundations created by our 'One Council, One Team, One Vision' change management programme to be:

- A Council that the community, members and employees are proud of;
- An organisation with clear and strong Co-operative values;
- A Council which champions and represents the interests of the Borough and consults and engages with all parts of the communities we serve;
- A deliverer of effective, efficient and high quality services which are responsive and attentive to customer needs;
- A Co-operative Council which engages with local people and employees in planning, delivering and monitoring services it needs to generate ownership, innovation, creativity and new ways of doing things and new solutions to problems;
- An organisation which supports ward members effectively to undertake their role of community advocates and representatives;
- A Council which works effectively in partnership across the public, voluntary and private sectors right across the Borough and in our neighbourhoods;
- An exemplar employer;
- An deliverer of excellent customer service.

Our Co-operative Council - Putting our 'Customers First'

Most public sector organisations are both large and complex and can be confusing to the people who require and receive their services. It is often the case that people require services that span traditional operational boundaries and normal ways of working. In simple terms, customers should be able to get the services and information they need in the way they require them, quickly, accurately and cost effectively.

Since 2008 we have seen some real improvements in the way we serve our customers including the development of First Points, our ASB and Parish Council hotlines, the telephone contact centre, extended opening hours, the partial deployment of our single citizen record, a robust compliments and complaints procedure and the redesign of a number of services from the customers perspective particularly in Revenues and Benefits and Environmental Services, all of which have contributed to an ongoing improvement in customer satisfaction. However this is a journey and there remains a distance to travel.

One of our main objectives of the new co-operative council must be to ensure that we serve the public and businesses to the best of our ability and to be known for a 'Customer First' ethos, where going that extra mile is part of our day to day activities. While the level of savings that we must find will undoubtedly impact on the range and standards of some of the services that we will provide in the future, this does not mean that there should be any erosion in the quality of our customer contact. We must place real emphasis on the way we talk, listen and correspond with our customers and service users. As a public service, we must remember that it is the public we serve and, because of the difficulties we will face due to funding cuts, it is essential that we do not allow this to distract us or use it as an excuse for accepting poorer customer service. Our mission must be, every single time, to treat people the way that we ourselves would want to be treated.

To be successful we need to approach this on a number of fronts:

- Customer engagement will be essential. We should never assume we know best and, from experience, the most powerful outcomes are realised when a group of customers meet in the same room as the service providers with an objective of improving customer service;

- We need to focus our services even more to get them to think about what it's like to be a customer and work with them to become more efficient in the way they serve the community, removing waste, time delay, addressing unnecessary bureaucracy and form filling, helping to speed up decision making and keeping customers informed of progress. Our workforce development plan needs to identify how we intend to work with those services where we know from customer feedback that customer service can be improved;
- Colleagues working on our front line have a wealth of information about what's working and what's not from our customer's perspective. We need to harness their concerns and knowledge and put remedies in place. We need the shortest routes between customer experience and those responsible for shaping employment policy in order that effective policies to achieve customer needs are implemented. Our front line staff can act as the 'voice of our customers' and therefore we need to share with them the important role that we want them to play in helping us to put customers at the heart of our business. It will be important to celebrate those individuals or teams who have gone the extra mile to serve our community through appropriate reward and recognition;
- To establish a 'First Point for Business' single point of contact for businesses to readily access Council services;
- The branding of our Co-operative Council also needs to reflect our 'customer first' culture and we will need to ensure that our services reflect the way in which the community prefer to do business with us e.g. face to face, telephone, on line, self service or alongside our partners.

Ethos/Culture/Values of the Organisation:

As a Co-operative Council, it is essential that we are driven, not just by a set of aims and goals that we want to achieve, but also by a clear sense of the way we want to be as an organisation.

One of the workstreams identified by the Co-operative Commission is to develop, articulate and share a set of Co-operative values across the Borough. The Council will clearly link in with and be informed by this piece of work. However, our starting point as an organisation as to the values that we should be aiming for include:

- | |
|--|
| <ul style="list-style-type: none"> • Open, fair, honest, decisive and accountable • Treating people with dignity and respect • Team working and collaborative – across the Council and across the Borough • Meaning and doing what we say • Being innovative and supporting managed risk-taking • Empowering people to get on with their jobs, shape improved service delivery and be catalysts for change • Inclusive, approachable and friendly • Communicating, consulting and listening • Always conscious that we are responsible for public money • Promoting the need for a healthy work-life balance |
|--|

Setting the tone and culture and modelling the behaviours for 'how we do things around here' is a key task for the Cabinet and Senior Management Team, supported by Service Delivery Managers/Specialists across the organisation.

3. PROPOSED SENIOR MANAGEMENT STRUCTURE & OPERATING ARRANGEMENTS

To help inform the review, individual interviews were held between the Interim Chief Executive and each Corporate Director, Head of Service and Service Delivery managers/Specialists in the Corporate Core.

Summary of Consultation & Feedback:

The key messages set out below are those which have been expressed by 2 or more people. Every comment, observation, suggestion or additional information provided has been given due consideration:

- Some Heads of Service already have very large spans of control;
- Workload and responsibilities are unevenly distributed across Heads of Service;
- Following previous downsizing and restructuring of senior management, there is limited flexibility to reduce capacity further;
- Major transformation programmes in progress in Adults and Children's Services which need to continue in order to deliver required savings without significant front line impact;
- Driving growth is key to the future of the Council and the Borough and there is a need for a more cohesive and responsive approach to housing, economic development, planning and regeneration;
- The strategic approach to working with the Voluntary and Community Sector should come more clearly under the 'umbrella' of the Co-operative Council initiative;
- Need to watch workload and potential overload across the whole organisation. There is a greater need for clear prioritisation than ever before;
- Need a much stronger, clearer focus on workforce development and planning. We need to understand the skills our managers and employees need for the future and ensure we focus on delivering them;
- Localism Bill a real challenge to in-house services – got to ensure our services are focused on needs and are available when customers and service users need them, otherwise we will lose them;
- A need for more focused 'people services' delivered through a single co-ordinated unit;
- Move to merge CMT and SMT has been very positive and makes a big difference;
- Still more work to do on the skills agenda. Need to better link together education sector and business community to our planning, commissioning and delivery. Need for effective employer engagement;
- Need to tie in employment conditions and practice to enable customer needs to be best met;
- Need to ensure that we continue to strategically manage the organisation as an efficient, focused business;
- Need to ensure that big projects such as Single Status and Waste management procurement are managed effectively;
- Need a more strategic approach to environmental services. Links between environment and leisure – do we make the most of our parks, especially Town Park and The Arena?;
- The visibility of the Council as a major local employer and a need to translate this into employment opportunities for the local community;
- PA support to Heads of Service has been stretched. We need to ensure that there is adequate PA capacity to enable Heads of Service to carry out their roles efficiently and effectively.

Guiding Principles:

The proposed restructure of the Senior Management Team is based on a number of key principles:

- to strengthen the delivery of the Co-operative Council initiative and other key policy priorities;

- to put in place a new model of management to meet the needs of the 'new' Council;
- to create a structure that is more cohesive, responsive and flexible to a rapidly changing set of circumstances over the next few years;
- to take account of key Government policy initiatives/drivers;
- to retain the right balance of skills to deliver services as effectively and efficiently as possible and create a cohesive team;
- to maintain continuity and momentum where major transformation and service redesign programmes are in progress;
- to realise further opportunities to achieve economies of scale and the further integration of a number of related service areas;
- to enhance delivery through more joined-up service management arrangements;
- to ensure good governance and clear accountability for statutory responsibilities;
- to identify and deliver further savings which will not impact unduly on frontline services.

Senior Management Structure:

In looking to put in place a new structure for senior management, a number of alternative models were considered. These included a more radical 'commissioning/operational' split of roles and also a geographic model. These could be made to work, they would also create confusion, unnecessary disruption and take a much longer period to 'bed in'. Given the scale of the challenges we face, the need to focus on delivery and embedding Co-operative Council principles, it was felt that a significant revision of the current model would enable the organisation to maintain momentum and continue to transform and improve service delivery.

The Senior Management Team Structure will comprise of:

- A Managing Director
- 2 Directors
- 9 Assistant Directors (formerly known as 'Heads of Service')
- 2 part-time Assistant Director specialists

The structure will be complemented by a Co-operative Council Delivery Unit (incorporating some elements of the former Corporate Core), working directly to the Managing Director.

An overview of the direct savings that this new structure will generate is set out in Section 8 of this report.

A diagram setting out the structure is attached as **Appendix 2**. **Appendix 3** sets out the allocation of statutory responsibilities within this structure (**Appendix 5** sets out, for comparison, the current management structure).

Role & Responsibilities – Managing Director:

From May 2011, Telford & Wrekin Council has formally operated the 'Strong Leader and Executive Cabinet' model for its executive arrangements. This is a significant change in emphasis on how the Council is run and managed. In the new model, the Leader is responsible for all executive functions and can decide whether to delegate functions to the Cabinet collectively, individual councillors or officers. The Leader determines the size of the Cabinet (maximum of 10, minimum of two) and is able to appoint and remove councillors to/from the Cabinet.

It is vital that this major change is reflected in executive arrangements. The designation of the Council's most senior officer, who leads and takes responsibility for the work of the paid staff of the Council, will therefore be **Managing Director**. Reflecting the scale and complexity of the organisation and its ambitions, the role of Managing Director will be a full-time appointment. As Head of Paid Service, the Managing Director is a non-political post. The Managing Director is responsible, and

accountable, to the Leader of the Council and the other elected councillors to deliver their political and policy objectives.

The Managing Director and Leader have complementary roles. Politicians should determine policy and programmes, decide the levels of taxes and charge, be the primary outward ambassador and 'face' of the authority to promote and explain policy and its implementation, and to shape the wider local place.

The core role of the Managing Director is to translate the political will of the Leader and Council into tangible outcomes for local communities. It is a managerial and leadership role, leading the organisation; setting both tone and culture; anticipating and removing obstacles; achieving change, fostering and developing talent; and ensuring that outcomes are achieved through changes in behaviour, partnerships, networking, commissioning, service delivery and contracting. It is a vital 'executive' role – but it is not a political role.

It is important to stress some of the more informal aspects of the relationship between Leader and Managing Director in this model. Both have the Council's and community's interests at the core of their role. This will require a very close and open working relationship which is supportive and understanding of the areas in which they work. In the same area, each will alert the other to issues arising within the span of their control in order that the best placed individual can resolve matters early.

The role of the Managing Director therefore encompasses:

- Leadership: working closely with elected councillors to ensure strong and visible leadership and direction, encouraging and enabling managers to motivate and inspire their teams;
- Collaboration- working closely with members to provide paths to implementing objectives and anticipating obstacles;
- Strategic Direction: ensuring all staff understand and adhere to the strategic aims and priorities of the organisation and follow and contribute to the direction set by the elected councillors;
- Policy Advice: acting as the principal policy adviser to the elected members of the Council to lead the development of workable strategies which will deliver the political objectives set by the councillors;
- Partnerships: leading and developing strong partnerships across the local community to achieve improved outcomes and better public services for local people;
- Good governance, Accountability and Operational Management: overseeing financial and performance management, risk management, people management, health and safety and change management within the Council.

The Managing Director will also undertake a separate role acting as Returning Officer and Electoral Registration Officer for Borough, County, European and General elections.

The Managing Director, will be very hands-on and will be responsible directly for the strategic management of the following functions which lead and oversee the Service & Financial Planning process, which is fundamental to the organisation, ensuring that the Co-operative Council principles, values and practice are embedded, overseeing and enabling the growth and development of the Borough:

- Finance, Audit & Information Governance
- Development, Business & Housing
- Co-operative Council Delivery Unit

The Managing Director will have direct line management responsibility for the two Directors.

While the Managing Director will be allocated strategic lead responsibility for the delivery of specific individual priorities, the role will also maintain an overview of delivery across all priorities. The Managing Director will ensure that the Senior Management Team is fit for purpose, lead the team and hold team members accountable for their performance and contribution to delivering the authority's priorities and plans. The post-holder will challenge the senior team and the wider organisation; build relations with local partners; and ensure that internal interests do not prevent innovation and shared partnership working.

Role & Responsibilities – Directors:

The role of the two **Directors** will, primarily, be the strategic management of a cluster of Services Areas around:

- Children and Family Services – a coherent, cohesive and comprehensive range of services for children, young people, their families and schools. Core to these services is safeguarding, support for people in the early stages of difficulties and more intensive, targeted help for families with more complex needs;
- Adults, Community & Customer Services – a range of services that encompass both universal and specific services for the community. These include Adult Social Care, where we are driving forward a major transformation programme, alongside continuing to improve our customer services and the quality of the environment through the delivery of 'people-centred' services.

Appendix 2 sets out the specific functions/service areas for which the Directors are responsible. It should be noted that the **statutory responsibilities for Director of Children's Services (DCS) and Director of Adult Social Services (DASS)** are held by these two Director posts respectively. In addition to this, new Public Health responsibilities will transfer to the Council from 1 April 2013. The arrangements proposed at a senior level enable these transfers to be easily assimilated.

The role of these Directors is to take the strategic lead role for individual priorities, contribute to the development of corporate strategy and supporting policy and priorities and galvanise action across the organisation to drive forward the vision and priorities. Specifically, Directors will be accountable for ensuring the translation of policies into practice and to guiding the strategic direction of the organisation around organisational priorities allocated to them. They will:

- empower managers and staff
- promote and drive lateral communication
- ensure evidence-based planning and decision-making and a focus on the delivery of outcomes
- build proactive relationships with partners/partnerships
- model organisational values and ethos in developing the organisation

Cabinet members will work closely with the Managing Director and Directors in developing, setting, monitoring and reviewing both the corporate strategy/policy framework and the delivery of Priorities.

Matrix management will be the Council's defining style in the delivery of priorities. Directors will take strategic ownership of performance within their Service Areas. Directors will be responsible for the line management/development/coaching/mentoring of each Assistant Director. Directors will hold Assistant Directors to account for their performance. In terms of this line management relationship, key areas will include:

- personal coaching, mentoring, advice and development;
- agreement of a personal action plan (Personal Development discussions);
- advice and support, where required, in relation to managerial issues and prioritisation (including support on corporate agendas);
- advice and support regarding barriers/blockages to progress.

Role & Responsibilities – Assistant Directors:

Assistant Directors will be responsible for the management/delivery of functions within broad Service Areas. Assistant Directors will be the major delivery channel through which the Council will operate and are likely to work with more than just one Director. Assistant Directors will:

- Have responsibility for the day to day performance of services;
- Manage staff and budgets;
- Ensure that appropriate business planning processes are in place in their Service Areas.

Assistant Directors will, therefore, take a key responsibility and have accountability for ensuring that priorities and policies are translated into action plans and delivered.

Assistant Directors will have a great deal of autonomy. Each will be linked to a Director for development, coaching and personal management purposes. Developing leadership skills is fundamental to our future success as an organisation.

The statutory officer responsibilities of Monitoring Officer and Chief Financial Officer will be assigned to two Assistant Director posts respectively. These posts will be an integral part of the key officer decision-making body – Senior Management Team (see below). These roles will provide a good ‘check and balance’ to the Managing Director and Directors and will report directly on appropriate issues to either the Managing Director or Council.

The proposals provide a larger responsibility span for Assistant Directors supported by co-operative working arrangements which will ensure that ‘gaps’ do not develop between the roles. The Council retains the contractual right to transfer Assistant Directors between roles from time to time. It is not an expectation or requirement that all roles at this level are totally interchangeable.

It should also be noted that two Assistant Director posts will be part-time ‘Specialist’ posts with no line management responsibility. These posts will ensure that senior expertise and skills in key areas are retained within the Team and provide a valuable sounding board resource for the team as a whole.

Service Delivery Managers/Specialists will be responsible to Assistant Directors for the running of their Service Delivery Units, with the exception of those in the Co-operative Council Delivery Unit who will report to the Managing Director regarding their work to develop and embed this approach.

The proposals require the re-allocation of service delivery units and their managers amongst Assistant Directors. This is likely to necessitate some further structural change at this level as the connections between units are utilised to create greater impact, though the aim is to minimise the impact across the organisation as a whole.

Each Assistant Director will be designated a number of wards where they will be senior contact within the organisation for any ward members who has a problem and does not know who to contact. The Assistant Director’s role will be to support the ward member, and ‘own the problem’ until the member’s issue is resolved as far as is practicable. (NB It will not be the responsibility of the Assistant Director to try to maintain an overview of all service delivery activity or issues within the wards they are assigned, nor to be responsible for ensuring that ward members are kept informed of all developments/issues within their ward).

Appendix 7 gives an overview of the appointments process/issues.

Making it Happen – Key Meetings:

The Managing Director, Directors and Assistant Directors will meet collectively once a week as a **Senior Management Team (SMT)** to plan and manage the business of the organisation. The Managing Director will chair these meetings.

SMT will focus on high level development of Corporate Strategy and Priorities coupled with organisational and service performance and direction.

It is a pre-Cabinet decision-making forum for key strategies and significant operational issues - particularly where more than one Service needs input. It fosters corporate working, innovation, sharing ideas and learning. The team is a reporting point for key task/priority group reports and a vehicle for planning and coordination.

Whilst predominantly made up of the top three tiers of management, SMT will 'co-opt' other officers to assist in the resolution of specific issues.

SMT has begun to work this way and it is a demonstrable symbol of how our Co-operative Council will work - it will promote collaborative working and invigorate and enhance management arrangements. Collectively and individually SMT members are responsible for good governance across the organisation.

Collectively, the Senior Management Team will:

Lead:

- With Members undertake the role of shapers, guardians and champions of the Council's Vision and the Vision for the Borough
- With Cabinet members shape and drive the delivery of the Council's priorities, strategies and policies based upon community needs and aspirations
- Manage and define the culture of the Council and lead by example
- Manage the organisation and engage with employees
- Take a lead on 'real life' community engagement
- Strengthen partnership working by working in a co-ordinated way

Strategically manage:

- Service and Financial Planning process/strategy
- Strategic policy development and co-ordination, including equality and diversity
- Organisation and workforce development
- Have oversight of key major projects (receive reports from project boards)
- Accountable for delivery – resources, capacity, outcomes

Operationally manage:

- Performance management
- Financial Monitoring
- Information Management
- Health & Safety
- Risk Management

Govern:

- Cabinet agenda

- Scrutiny
- Legal/constitution/standards

Manage issues for attention such as:

- Emergency planning
- Emerging service issues
- Hot topics

There will also be a range of other meetings, groups and forums around priorities, projects and partnerships to ensure that we are moving forward effectively. These will be led by either the Managing Director, Director or Assistant Director, as appropriate. The Managing Director and Directors are specifically responsible for ensuring an effective focus on the delivery of Council priorities. In particular, in taking forward the Co-operative Council, the Managing Director will chair the senior officer Co-operative Council Working Group. The Managing Director will also chair the corporate Health & Safety Group.

In terms of executive officer – member working, it is proposed to continue broadly with the existing model of:

- Regular one-to-one liaison meetings between the Leader and Managing Director;
- Regular priority and service briefings between relevant Cabinet member(s) and Managing Director, Director, Assistant Director(s) as appropriate;
- Fortnightly informal Policy Review meetings between Cabinet, Managing Director and Directors and relevant Assistant Directors;
- Monthly meetings of the Cabinet.

Making it Happen – Proposed Service Areas for Assistant Directors:

In terms of the proposed groupings of services/functions to sit within each Assistant Director’s Service Area, a brief rationale is set out below (a list of just the functions grouped by Service Delivery unit is also attached as **Appendix 4**). It is noted that there is not one ‘perfect solution’ and that there are a number of different ways to ‘cut the cake’. However, the model below offers an opportunity to retain continuity and momentum where major transformation and service redesign are in progress, while also creating further synergies and opportunities for integration, savings and enhanced, more joined-up delivery; in effect, the best model for delivering the principles set out earlier:

Assistant Director: Law, Democracy & Public Protection (Statutory Monitoring Officer)	
This proposal brings together a number of legal, quasi-legal and regulatory functions into one Service Area. Service Units in this Service Area are set out below.	
•	Legal Services (SDM nominated as Deputy Monitoring Officer)
•	Health & Safety and Resilience
•	Environmental Health, Trading Standards & Licensing
•	Democratic Services

Assistant Director: Finance, Audit & Information Governance (Statutory Chief Financial Officer and Senior Information Risk Officer)	
There are clearly strong synergies between Finance and Audit services particularly in relation to the Statutory Chief Financial Officer responsibilities and reporting lines. The corporate information governance function sits within the Audit & Assurance Service Delivery Unit and ‘information	

governance' is included in the title of the overall Service Area to reflect the importance of this issue in the organisation. It is good practice for the Council to have a nominated Senior Information Risk Officer (SIRO) which is a senior manager with responsibility for the overall information risk policy and risk assessment process and for advising on the information risk aspects of the Statement of Internal Control. The Assistant Director will be the SIRO who is accountable for fostering a culture for protecting and using data, providing a focal point for managing information risks and incidents, and is concerned with the management of all information assets.

Existing Service Delivery units in this area will be:

•	Finance (3x SDMs, each nominated as Deputy CFO)
•	Audit & Assurance (SDM nominated as Deputy SIRO)
•	Employment Services & Purchase Ledger

Assistant Director: Family & Cohesion Services

Continuation of existing Service Area. The only change is the inclusion of the Homelessness/Housing Needs function, which is currently part of Housing & Development Planning SDU. This service will link in effectively with the drive in this Service Area around prevention, early intervention and improving cohesion within our communities. It will be for the Assistant Director to determine appropriate management arrangements for this function.

Service Delivery Units in this Service Area will be:

•	Early Intervention
•	Children's Specialist Services
•	Cohesion
•	Family Connect
•	Homelessness & Housing Needs * (not a SDU – detail to be agreed)
•	Integrated Planning, Placements & Commissioning

Assistant Director: Customer & People Services

Further strengthening our organisational focus on Customer Services by bringing ICT and workforce development, planning and management, which are key to improving effective and efficient customer service, into this Service Area (see also section on 'The Council as Employer' for further information in relation to Human Resources and Organisational Improvement). Using the Council's position as a major employer to improve employability skills and opportunities for the community. We are also looking to develop a number of our libraries across the Borough as Customer 'First Points'.

Existing Service Delivery Units in this Service Area are:

•	Customer & Registrar Services
•	Library Services
•	Revenues
•	Benefits
•	ICT
•	Human Resources
•	Organisational Improvement
•	Catering

Assistant Director: Care & Support	
Continuation of existing Service Area with no changes proposed. Service Areas continue to be:	
•	Access & Enablement
•	Assessment & Case Management
•	Personalisation Support & Service Provision
•	Adult Safeguarding
•	Adult Social Care Commissioning

Assistant Director: Adult & Children's Social Care Specialist (part-time)	
Continuation of existing role, though on a part-time basis, of a high level social care specialist to support our response to changing Government policy across adult and childrens social services and to support the move to integrate the Public Health function from the PCT to the Council on 1 April 2013.	
•	No direct line reports

Assistant Director: Environmental & Leisure Services	
The previous restructure facilitated the integration of all environmental maintenance, waste management and highways services to enable more effective development and delivery. There are also strong synergies with the Leisure Service in relation to open spaces and recreation and the opportunity to take a more joined-up approach to the maintenance and usage of parks across the Borough and Telford Town Park in particular.	
Service Delivery Units will be:	
•	Highways & Engineering
•	Environment & Open Space
•	Leisure Facilities & Services
•	Highways & Transport

Assistant Director: Education & Skills	
Bringing together a lifelong focus on the education and skills needs of people in the Borough. This function will continue to work with schools, as appropriate, to promote and support improvement but will place an even greater emphasis on seeking to secure better outcomes for the young people who are least engaged in schooling and are likely to find themselves not in education, employment or training. The Arts and Culture team have a strong focus on engaging children and young people and adults with disabilities which support the development of learning and skills across the Borough. "Enjoying and achieving" is a core ethos in this services area. The Service Area will also have a wider commissioning and delivery role on increasing skill levels across the population. The Service Area will also look to offer a Careers advice service to schools and young people and play a proactive role in seeking to secure employment opportunities for young people within the Borough. Strong links will be essential with schools, further education and training providers and the local business community. NB * Skills commissioning function is not currently a Service Delivery Unit as it sits within the Economic Development Service Delivery Unit and it will be for the Assistant Director to determine management arrangements for this function.	

Service Delivery Units will be:	
•	Consultancy & Advisory Services
•	Leadership & Management
•	Achievement & Standards
•	Skills Commissioning (from within Economy & Skills, not a SDU – detail to be agreed)
•	Skills Delivery (Lifelong Learning, Careers, Youth Employment)
•	Arts & Culture

Assistant Director: Children's Safeguarding	
The existing strong focus on ensuring that children in our Borough are safeguarded from harm, neglect and abuse is retained. Existing Service Delivery Manager/Specialists are:	
•	Children Protection & Assessment
•	Children in Care & Fostering
•	Safeguarding Advisory
•	Professional Social Work Lead

Assistant Director: Development, Business & Housing	
<p>The proposal facilitates a connected, effective and efficient approach to deliver key Council priorities around the Economy, investment and place-shaping. It will provide a joined-up approach to attract and encourage investment from the private sector. The Service Area will encourage inward investment by providing leadership, commercial awareness, clear objectives and certainty for the private sector. It will enable a much more integrated and co-ordinated approach around the Economic Development, Property, Housing, Regeneration and Planning Strategies, but more importantly delivering outcomes in the context of developing a unique selling point for Telford. The potential of the Homes & Communities Agency (HCA) asset transfer provides a unique opportunity for the Borough. Pooling Council, HCA and other public sector assets, influencing supply, providing certainty to the market, having a clear coordinated planning, housing, economic development and property approach to the future investment over the medium term will deliver outputs to complete the sustainable New Town development within the Borough.</p> <p>This role will also pick up the strategic lead for procurement, given the obvious synergies with the private and enterprise sectors. In addition to maximising value-for-money and savings, key focuses will be to promote, within legal guidelines, local business and employment opportunities and particularly apprenticeships, training and social responsibility within the contracts we put in place.</p> <p>The detail in relation to which posts will transfer into other service areas will be subject to consultation, discussion and agreement.</p> <p>Existing Service Delivery Units within this Service area will be:</p>	
•	Development Management
•	Economic Development (excluding Skills Commissioning – transferred to Education & Skills service area. Social Regeneration, Voluntary Sector lead and External Funding Team – transferred to Co-operative Council Delivery Unit)
•	Housing & Development Planning (excluding Homelessness/Housing Needs – transferred to Family & Cohesion Services)
•	Estates & Investment
•	Property & Design
•	Facilities Management

•	Town Centre
•	Building Schools for the Future
•	Strategic Procurement

Assistant Director: Planning Specialist (part-time)	
<p>While there is a clear logic for including the Planning service within a wider development/regeneration function (see above), there are important governance considerations that the structure needs to address in order to both maintain the independence and, equally important, public confidence in the independence of the planning process. This is particularly the case where the Council is seeking to progress development in respect of its own landholdings. The role of this very senior Planning Officer with significant planning expertise will be to work alongside the Development, Business and Housing Service Area to support appropriate housing and economic growth/ development while ensuring that the balance between this and the Planning process are retained.</p>	
•	No direct line reports

Co-operative Council Delivery Unit

The revised structure will also include a Co-operative Council Delivery Unit, which will bring together a dedicated, central resource to drive forward this key area of work.

Becoming a Co-operative Council is about members, Council employees, residents, partners and local organisations working much more closely together to deliver key outcomes for the Borough. Working co-operatively, by bringing public services together, involving local people more in planning and running services and encouraging people to do more in their own communities, will enable us to better meet local people's needs and priorities.

The Co-operative Council Delivery Unit will incorporate 4 teams (previously in the Corporate Core), all of which have key roles to play in the transition to becoming a Co-operative Council and in the longer term, a Co-operative Borough. The teams are:

- **Policy & Strategy** – focusing on developing our approach to becoming a Co-operative Council/Borough, overall project management and co-ordination of Co-operative Council work-streams and supporting policy/strategy development Council-wide, particularly the Service & Financial Planning Strategy, that underpin our approach;
- **Delivery & Planning** – focusing on developing a new vision and priorities, overseeing service planning and performance management, gathering and sharing intelligence and developing partnership working, including through the Co-operative Commission;
- **Community Engagement & Voluntary Sector** (NB Builds on the existing Community Engagement, Equalities & Action Team. Incorporates the corporate lead for Voluntary Sector, Social Regeneration and the External Funding Team – transferred from Economic Development Service Delivery Unit) – focusing on community engagement and involvement, developing relationships and co-operative working with Town and Parish Councils and the Voluntary and Community Sector, promoting volunteering and civic participation and carrying out targeted work with local communities to help 'narrow the gap'. Because of its key role in developing our strategic relationship with the Voluntary Sector, the External Funding Team – which does a considerable amount of work to identify grant and funding opportunities with this sector – will be located in this team. Details of the transfers are to be agreed;

- **Corporate Communications** – focusing on proactive, priority-led communication and marketing of the Co-operative Council and its services to improve awareness of the Council and how to access services which will support our drive to enhance our customer services and enable consultation and marketing.

The managers of these teams will work directly to the Managing Director to reflect the need for co-operative working to be embedded right across the Council.

Making it Happen - Our Co-operative Council Programme:

Our approach to driving forward the Co-operative Council initiative was approved by Cabinet in July 2011. Key features of our on-going approach will be:

- An **'Adopter Programme'**: a range of services, issues and projects at which we are looking at how different ways of doing things can drive improvement, better value-for-money and savings. To ensure that we are promoting and embedding the Co-operative Council ethos across the organisation, **a key principle of our Adopter Programme will be that there will be at least one project in the programme from every Service Area;**
- A **'Co-operative Commission'**: An assembly of some 60 members of the community from across the voluntary, public and private sectors working together on a number of areas of interest and priority to recommend better ways of working and improvements. The Commission is supplemented by a Citizens Group, run collaboratively with Rights & Fairness Telford, to act as a sounding board for the Commission sub-groups as they develop recommendations particularly in assessing equalities impacts (**we will also investigate the possibility of establishing a 'Young Peoples Commission'**);
- An **'Employee Commission'**: a self-selecting group of employees who will identify and work on issues to help improve and take forward the organisation.

The Co-operative Council programme is overseen by a cross-organisation senior officer working group. This group is to be chaired by the Managing Director. Project management, co-ordination and development of our Co-operative Council approach and programme is managed on a day-to-day basis by the Policy Team in the Co-operative Council Service Delivery Unit.

Making it Happen - The Council as Employer:

Whilst this review provides a focus on the Senior Management Team and the achievement of community priorities through Co-operative Council initiatives, it is important that attention is also given to employees in the organisation and how structurally we can maximise our ability to achieve change through employees.

For pragmatic reasons, we currently have two Service Delivery Units dealing with people issues. The Organisational Improvement Team focus on design, commissioning and delivery of development in different forms, steering projects such as Single Status, restructuring work, maintenance of employee focus groups, some employee communication work and managing suggestions for improvement made by staff. The Human Resources Advisory Team provide employee relations services across the organisation including schools and also manage HR policy, recruitment strategy, apprenticeships, work experience placements, restructuring negotiations and implementation, redeployment support, redundancy, careers work, and NEETs.

While originally both were in the Corporate Core that reported to the Assistant Chief Executive, for some time the teams have reported into different Council areas. The strong working relationship between the two has overcome some of the logistical and relational problems that this could have created. However there is a case for bringing these teams much closer together to provide clear,

focussed organisational people services through a single Assistant Director. This will ensure that the full spectrum of people-related work is contained within a single team and that overlaps and gaps between the services can be dealt with.

To reflect the more outwards-facing nature of this work and also to make a direct, constant and permanent connection with services to the public, these functions will come under the remit of the Assistant Director with responsibility for customer services. This will enable more immediate challenge to established policies and methods of operation identified through customer interaction. The Assistant Director will be tasked with reviewing the operation of these units to assess whether they should be merged. A key requirement will be to build on the existing foundations to deliver the employment climate within which Co-operative Council ambitions can be achieved. As a priority this will require a practical approach to workforce planning and ensuring that development and employee relations aspects complement the direction in which the Council needs to move.

To achieve this, these services cannot be seen as inwardly focussed. The Council as an employer must have a visibility within the community which encourages both pride in the Council and aspiration by members of the community to work in or with the Council. The role of staff as Council ambassadors at all times is another feature to be stressed. There is also the opportunity to bind together community connections through a wholesale increase in voluntary organisation activity and contribution by Council staff, an increase in work placements for local members of the community and further take-up of apprenticeships by Telford & Wrekin people of all ages. Essentially the Assistant Director for Customer & People Services will be tasked with delivering a modern and progressive employment climate in the Council.

Beyond this, we should also be looking to assist in supporting small external public and voluntary employers with advice and development where practical. Relationships with Trade Unions and employees will reflect the principles and ethos of the Co-operative Council. Single Status, restructuring and development will form key priorities and there will be a need to draw from across the skill base to support the delivery of these in a constructive manner.

Making it Happen - Skills We Need As an Organisation:

Public bodies are experiencing significant cuts to budgets, leading to radical transformation programmes designed to maintain or improve levels of service delivery. These new delivery models present new skills requirements at the same time that major headcount reduction strategies are being put into practice, further increasing the demands on the skills of remaining staff.

The requirement to more closely align skills development with business needs has never been greater nor has the need to ensure the maximum value for money from skills development. Recent reports have particularly highlighted skills shortages in the fields of procurement, commissioning, project and programme management, financial management, contract management and IT.

We need to put in place a focused workforce development strategy and plan to ensure that we can continue to operate effectively. The Assistant Director: Customer & People Services will be tasked with putting this in place.

Making it Happen - Constitution:

There are constitutional implications to the proposed re-structure. Principally, the Council will need to approve the re-designation of the statutory officers to link to the job titles contained in the new structure. There will also be some consequential amendments to the Constitution because of, for example, changing job titles. These will be addressed by decision of full Council upon recommendation of the Council Constitution Committee.

As we move forward, there will be a need to continue to review the Constitution to allocate responsibilities between members and officers to ensure they are in the most effective place for delivery. In line with the ethos of the Stronger Leader/Managing Director approach, this will support realigning some of the detail of running a large, complex organisation to ensure that Managing Director and Leader are tasked with the right level of decision making.

Making it Happen - Personal Assistant Support to Senior Managers:

To reflect the changes in the Senior Management Team structure, it is proposed that there will be:

- 3 PA posts in the Directorate PA Support Team office, (formerly 4) including the senior PA to the Managing Director;
- 7 PA posts supporting the Assistant Directors (formerly 6).

At the present time, this reflects no net reduction in the number of PAs supporting the Senior Management Team. The level of support will be kept under review as workloads become clear.

Line management of the PAs who provide support to Senior Managers has previously been undertaken from within the Organisational Improvement Team. It is proposed that this be transferred to the Assistant Director: Finance, Audit & Information Governance in its entirety, with the PA to the Managing Director taking on the role of line manager for the other PAs.

(NB. The location and line management of the PAs who provide support to Cabinet members remains unchanged and is not affected by these proposals. This maintains a visible separation between the political and administrative aspects of Council leadership/management).

4. SENIOR MANAGEMENT PAY

(NB. This section of the report has been written by the Human Resources Advisory Team Manager)

As part of the review process the opportunity has been taken to consider the pay which should be attached to positions in the management structure. This takes into account a number of factors including the economic challenge facing the organisation and local government generally.

The opportunity has been taken to recommend a framework whereby pay at a senior level is reviewed on a regular basis. The intent of this is to enable decisions to be taken after consideration rather than in response to a specific event such as recruitment to the position.

The previous Chief Executive was paid £149,000 per annum on a fixed point. This, in turn, was a substantial reduction on the salary levels paid to the Chief Executive in 2009 which was £162,124.

Fixed point v Incremental scale

Whilst an incremental scale at a Managing Director level would bring it into line with the rest of the organisation, there are a number of factors which make this arrangement less attractive:

- The level of payment would mean that to derive any significant benefit from incremental increases 'steps' would have to be large. This would mean an incremental spread of possibly up to £20,000. This would either mean a very high maximum or a minimum which does not provide sufficient headroom between that and the Assistant Director levels.
- The nature of the role means that there is often a degree of negotiation in setting salary levels. The existence of a high maximum is likely to simply provide a target for individuals offered the role.
- The nature of the role means that nationally there is a higher turnover between authorities. An incremental scale is unlikely to retain individuals attracted to other authorities or headhunted.

It is recommended that the position is paid on a single, fixed point basis which increases in line with the nationally negotiated Chief Executives award.

In order to ensure that pay remains relevant and can be adjusted to reflect market conditions in future, it is recommended that both the pay and job description be formally reviewed on a three yearly basis. Interim adjustments to duties can be made to reflect changing demands. The review will take into account the performance of those directly managed by the Managing Director to reflect the post holder's direct responsibility at this level.

Managing Director Pay

This is currently set by reference to national surveys of Chief Executive pay. The most recent of these was concluded in 2009 (pay has been frozen since then). These take into account population bands. There is evidence of variations since 2009 as councils adjust to the economic climate.

On an average basis for unitary authorities with population bands of between 151,000 and 200,000 the minimum fixed salary is £141,202 and average maximum is £150,825.

It is proposed that the fixed salary for the Managing Director becomes £137,000. This represents a reduction of £25,124 on 2009 levels of pay (15%) and a reduction of 8.7% on the rate paid at the start of 2011 when the removal of essential car user allowance is included.

Currently Returning Officer responsibilities, and payment for these, lie with the Head of Governance on a temporary basis. It is proposed that these be formally attached to the Managing Director role.

The previous Chief Executive role had essential car user allowance attached to it. In reality the position did not require a lot of daily travelling. It is therefore proposed that the Managing Director position be paid as a casual car user. This brings it into line with most senior managers.

Director Pay

Existing Corporate Directors are currently paid on a five point incremental scale with a £10,809 incremental spread.

The scale maximum is £118,893.

Frequently individuals appointed to Corporate Director positions have been placed above the grade minimum. This partly defeats the purpose of the incremental scale which is to provide an incentive for people to remain with the organisation as they develop in the role because they will receive an increasing financial reward.

To provide consistency with the Managing Director role it is proposed that Directors be paid on a fixed point basis also. At this point it is suggested that 80% of the Managing Director's salary is an appropriate amount. In the model proposed this will be £109,600. This differential will be maintained if future awards are linked to the Managing Director salary.

One note of caution is that the performance of Directors should be taken into account when reviewing the Managing Director's salary to avoid upwards salary drift for non-performing Directors working with an achieving Managing Director.

The linkage should ensure that Directors' performance is monitored and managed and that the most senior managers in the organisation recognise the personal benefits of strong team performance at that level.

Assistant Directors Pay

Assistant Directors form the bridge between Service Delivery Units and the top of the organisation. This is the group which contains aspirant Directors. Assistant Directors (as Heads of Service) were re-graded in November 2010. Given the additional responsibilities that are being taken on by Assistant Directors, it is not proposed to reduce existing pay levels.

Given the need to provide incentive for individuals to remain with the Council whilst developing at this level, it is proposed that the incremental salary scale remain unchanged. This provides for an incremental point maximum of £82,304 representing 75% of the Corporate Director fixed point. This will fluctuate over time as national pay at this level is negotiated separately. It will be important to monitor this closely to ensure that a suitable pay differential remains between Assistant Directors and the more senior Directors.

5. WORKING IN PARTNERSHIP

To support the development of the Co-operative Council, a refocused approach to partnership working by the Council and its partners is required. The core drivers of this are:

- Taking forward the Co-operative Council model by placing partnership working at the heart of the Council's planning and delivery model.
- To drive forward service development and efficiency through collaborative working where beneficial.
- Fulfilling statutory partnership requirements – although the Coalition Government has rolled-back the statutory requirements of local authority partnerships, statutory requirements exist around health & wellbeing (developing), crime & disorder and safeguarding. There are still requirements around Children's Trusts but these will be removed in coming months.
- To address local priorities and pressures – while we are currently consulting with the local community around future priorities for a new Borough Vision, the issues of skills and employability (the Co-operative Commission is specifically currently looking at this issue) and families with multiple and complex needs are in urgent need of a partnership response.
- Ensuring that responsibility for the delivery of services is focused in the correct place – being clear which components of the partnership structure are focused on delivery and which are about sector engagement.

The diagram in **Appendix 6** sets out a proposed partnership framework with the rationale behind it set out below. Key elements of the framework are:

A. BOARDS

The Boards are responsible for developing the strategic direction of the agenda for which they have responsibility. The details of this agenda will be informed by the new Borough Vision and Community Strategy currently being developed.

Each Board will develop a high level plan which sets out how their agenda will be taken forward; identifying outcomes (informed by a detailed Needs Analysis) with actions for delivery aligned to a responsible organisation with agreed timelines and resources. Actions from these plans will be fed into Council Service Plans.

As a common starting point, it is expected that each Board has Cabinet Member representation and that a lead officer is a member of the LSP Executive. Cabinet Members will help inform the strategic direction of the Board and act as 'community champions'.

The main boards are proposed to be:

Local Safeguarding Adults Board

(Vulnerable Adult Safeguarding Board: for Shropshire, Telford and Wrekin)

Purpose: to co-ordinate adult safeguarding work within Shropshire and Telford and Wrekin and develop the strategy around Vulnerable Adult Safeguarding.

Organisations to include: Council, Shropshire Council, Police, Crown Prosecution Service, Probation Service, Shropshire County PCT, Telford and Wrekin PCT, Shrewsbury & Telford Hospital Trust, South Staffordshire & Shropshire Mental Health trust, Quality Care Commission, Prison Service, provider organisations, Shropshire Partners in Care LSCB (Shropshire and Telford and Wrekin).

Status: Existing non statutory partnership board

Local Safeguarding Children Board (LSCB)

Purpose: to ensure the effectiveness of the arrangements made by wider partnerships and individual agencies to safeguard and promote the welfare of children and young people.

Organisations to include: Council, Police, Probation, Youth Offending Team, Strategic Health Authority Telford and Wrekin PCT, Shropshire Community Health NHS Trust, Shrewsbury and Telford Hospital Trust, Children and Family Courts Advisory and Support Service (CAFCASS), Governor or Director of any Secure Training Centre, Governor or Director of any prison in the local authority area which ordinarily detains children, 2 representatives of the local community.

Status: Existing statutory partnership board

Housing, Economy & Regeneration Board

Purpose: to develop a strategic approach to economic development tied to the physical regeneration of the borough and associated infrastructure improvements and the provision of housing and the wider growth agenda. The Board will make the linkages between regeneration, housing and the planning of future land use and development. Working with key partners, the development of Telford Town Centre will be a major, but not exclusive, priority.

Organisations to include: Council, HCA, Advantage West Midlands, Wrekin Housing Trust, Registered Social landlords, Chamber of Commerce, Job Centre plus, TCAT, Hark Apollo, Southwater Events Group representatives from the Business Board.

Status: Expansion of the existing Housing & Regeneration Partnership Board which is established and is primarily focused on managing the relationship between the Council and HCA and the delivery of the Local Investment Plan. The Business Board is recognised as a key sector engagement group and provides linkages to the Marches LEP.

Environment & Transport Board

Purpose: To lead Telford and Wrekin to an environmentally sustainable, low carbon future that is resilient to the expected changes to our climate whilst maintaining and protecting our environment. The Board will also look at delivery models around transport and environmental maintenance (including waste).

Organisations to include: Council, Telford & Wrekin Services, Friends of the Earth, Wildlife Trust, Highways Agency.

Status: new partnership

Safer, Cohesive Communities Board

Purpose: whilst the Council has had a clear focus on the physical regeneration of the Borough, in the recent past there has not been a 'single conversation' around social regeneration. This responsibility will be given to the pre-existing Safer Telford and Wrekin Partnership which will become the Safer, Cohesive Communities Board. It will continue to deliver the Council's and partners' statutory role for crime reduction, integrated offender management and domestic violence. It will retain and enhance its focus on 'cohesion' and will have important links to the Strengthening Families Task Force.

Organisations to include: Council, Police, Shropshire Community Health NHS Trust, Shropshire Fire and Rescue, Probation, Wrekin Housing Trust, Telford Magistrates Court, Crown Prosecution Service,

Youth offending Service, Prison Service, Victim Support, Legal Services Commission, National driver training organisation.

Status: Expansion of the existing Safer Telford and Wrekin Partnership.

Health & Wellbeing Board

Purpose: to lead the commissioning and development of all-age health care, social care and public health services in the Borough. To guide and oversee the ongoing development of the JSNA; develop the joint health and wellbeing strategy; establish sound joint commissioning arrangements; develop Healthwatch; and oversee the transfer of Public Health responsibilities to the local authority.

Organisations to include: Council, Clinical Commissioning Consortium, Public Health, Social Care (Adults and Children), PCT (NHS T&W), NHS Commissioning Board (when developed), Links (Health Watch when established / patient Champions).

Status: Existing - currently in 'shadow' format – further guidance and responsibilities to be clarified by forthcoming legislation and policy direction from the Department of Health. The Health and Wellbeing Board will assume its statutory responsibilities from April 2013.

Children and Families Board

Although the statutory requirement for local authorities to have Childrens Trust will be removed by the Government in coming months, developing a Board is a priority of the new Cabinet.

Purpose: Champion the interests of children, young people and their families within the LSP and oversee the development of a clear, coherent and comprehensive vision and strategy. To act as a critical friend to ensure that partnerships within the LSP are improving outcomes for children and young people: most notably Health & Wellbeing Board (Be Healthy), Schools Learning Partnership (Enjoy and Achieve and Economic Wellbeing), LSCB (Staying Safe) and Safer Cohesive Communities Board (Positive Contribution).

Organisations to include: Council, PCT, Shropshire Community Health NHS Trust, LSCB, Police. Probation, RAFT, Shrewsbury and Telford Hospital Trust, Telford and Wrekin CVS, Schools representatives, Parent and Carers representation, Young People representation.

Status: Existing - Statutory until requirements to have Children's Trust Board are repealed (process due to commence May 2012).

B. DELIVERY FUNCTIONS

'Delivery Functions' are responsible for taking forward the priority actions identified by the Vision and the strategic boards of the LSP, for example the Telford Employability Centre and the Corporate Parenting Leadership Group.

As well as the themed groups, an important strand will be the 'Cooperative Neighbourhood Delivery Groups' which will focus on taking forward priorities at a community level. Key to this will be the engagement and involvement of local people and organisations to put them at the heart of decision making and developing new ways of addressing local concerns (see next section).

As part of the Delivery Functions, there will also be 'task forces' set-up to address specific problems. Task Forces will be time limited 'task and finish' groups which will be accountable to the appropriate Board. There are three currently being established:

1. **Families with Complex Needs Task Force:** it is widely recognised that a relatively small number of families have significantly complex needs which require considerable public

resources from multiple services. The purpose of this partnership is to build on pre-existing projects including the Family Intervention Project to work intensively with these families to improve outcomes for them and efficiency in the way these services are provided.

2. **Homelessness/Private Landlord Task Force:** to develop a multi-agency approach to homelessness prevention and intervention and put in place a new relationship with private landlords to ensure that the properties they provide for rent are always of an appropriate standard and that tenancies are managed on an appropriate basis.
3. **Skills & Employability Task Force:** to help people acquire the right skills and attributes (employability) to get the jobs being created through the work of the Economy and Regeneration Board. Apprenticeships will also be part of this Board's remit. By improving skills and reducing worklessness, a key outcome measure for this Board will be to help to reduce family poverty (NB. Establishment of this has been put on hold pending the outcome of the Co-operative Commission's work).

As the outcome of the current community consultation to inform the development of a new Vision is finalised, it is likely that new task forces may emerge.

C. SECTOR ENGAGEMENT PARTNERSHIPS/FORUMS

These groups will provide a means by which the views of key partners are sought both to inform strategic priorities, plans to deliver them and delivery mechanisms.

For example, the Business Board will continue its role as the focus for business engagement in the Borough and its relationship with the Marches Enterprise Partnership.

It is likely that some of these partners (e.g. Town/Parish Councils) may deliver aspects of Board's plans through new service models.

Included within this is the Co-operative Council Commission. Through working groups, the Commission is currently looking to make recommendations to develop 'co-operative working' against 5 themed areas. These are:

- Employability and skills
- Co-operative values and communication
- Commissioning and procurement
- Volunteering
- The image of Telford

Where these recommendations are accepted by the Council, they will feed into the strategic partnership boards as appropriate (if these recommendation impact directly and solely on how the Council functions, these recommendations will feature in the Council Plan and Co-operative Council programme).

D. LSP EXECUTIVE

The role of the LSP Executive is to ensure that partnership mechanisms are fit for purpose to deliver the Borough Vision. In particular, it will focus on overseeing delivery of the Community Strategy which will act as the short to medium term delivery plan for the Vision.

It will work with the Boards to ensure that outcomes are delivered - where necessary it will establish new task forces and take ownership of specific issues including, for example, the corporate parenting of children in care.

More broadly, its role is communication, facilitation and enablement. It will ensure that the appropriate links are made between Boards for example between Health & Wellbeing and Housing, Economy & Regeneration in relation to housing and health inequalities.

To do this a programme of reviewing and understanding the work and progress of the Boards will be developed by the LSP.

Membership of the Executive will comprise: sector representatives, strategic partners and officer representation from Boards. The Managing Director of the Council will be the chair of the LSP Executive.

Current membership includes Council, Clinical Commissioning Group, PCT, Police, Fire, TCAT, Chamber of Commerce, Ironbridge Gorge Museum Trust, Job Centre Plus, CVS.

6. WORKING IN THE COMMUNITY

Co-operative Arrangements to Address Poverty at a Local Level

One of the key roles of the Priority Action Team within the Community Engagement Service Unit (part of the Co-operative Council Delivery Unit) is to support the delivery of Council Priorities at a local level. It is proposed that this continues to be the main function of the team but that the focus is realigned to support the LSP and Council's priority of **tackling poverty** in key areas across the Borough. It is also proposed that this priority is addressed through a **co-operative approach** by working together with residents, Elected Members, Town and Parish Councils, partners, local organisations and key Council services to collectively narrow the gap between our communities in relation to **Education, Training, Skills and Employment**.

It is proposed that there will be 2 clear areas of focus for the Priority Action Team:

- Supporting the Council and LSP on the priority of 'narrowing the gap' particularly around poverty and inequalities across communities in relation to Education, Training, Skills and Employment by developing or building upon a partnership approach in key areas across the Borough
- Building the capacity of communities and local voluntary organisations to fully engage in a co-operative approach and enabling people to do more for themselves, this will involve the following:
 - Continuing to support new and emerging grass roots resident and community groups via mentoring and skills development, helping them to access funding, and enabling them to take an active role in identifying and addressing local need;
 - Ensuring wherever possible interventions involve an element of 'up skilling' local people, by working closely with colleagues from Job Centre Plus, education providers such as TCAT, and other Council services;
 - Developing and implementing local projects and interventions through volunteers from within the community, via the private sector as part of their Corporate Social Responsibility and through the use of 'Community Payback';
 - Providing support to small community organisations to build their capacity to develop and deliver co-operative approaches to service delivery;
 - Supporting Ward Members to engage with their communities in their role as local champions and to assist them to understand local need (see also next section);
 - Working closely with Town and Parish Councils to identify alternative service delivery models.

The role of the team will involve:

- Coordinating the joining up of local services, communities, Town and Parish councils and voluntary sector;
- Facilitating the development of local or thematic action plans that directly contribute to 'narrowing the gap' – to be short, sharp outcome focused plans, with success measures agreed by the community and local stakeholders;
- Coordinating activity to support the delivery of these action plans;
- Monitoring and evaluating the impact of plans with support of evidence from the observatory and community engagement mechanisms;
- Gathering good practice and feeding it back into relevant organisations and the LSP.

There will be 3 areas of focus for the team's work:

- a) **Geographic areas** that have been identified as a priority through the Index of Multiple Deprivation or other Strategic Needs Assessments that are carried out locally. It is proposed to initially target the 6 wards with the greatest concentration of residents within the 10% most deprived nationally on the overall IMD as follows, **Woodside, Malinslee, Cuckoo Oak, Brookside** (see below), **College** and **Donnington**. The Priority Action Team will operate from

various 'community bases' within these areas in order to facilitate close working relationships at a local level.

- b) In relation to Brookside, this has been identified as the pilot '**Co-operative Ward**' in our Early Adopter programme and we will be developing a comprehensive action plan, in conjunction with the community, to develop and take forward this initiative.
- c) **Specific Groups** that are identified through analysis as experiencing significant inequalities in comparison to other groups in the Borough. This could involve a focus on a specific age group, people of a particular ethnic background, or a combination of these factors around a particular theme, such as educational attainment in Pakistani boys at KS2.

Co-operative Delivery Mechanisms – Working in Partnership

The Co-operative Council approach involves a new partnership between local people, the private and voluntary sector and public services.

The LSP has a key role to play in tackling disadvantage and reducing poverty within the Borough, and the emerging partnership framework, set out in the previous section, will support the delivery of this agenda at a strategic level. The Families with Complex Needs task force will help to drive forward this agenda across the Borough, and it is proposed that the Priority Action Team facilitate partnership arrangements at a local level to ensure that interventions are developed that address local need. There will need to be strong links between strategic partnership boards and task forces and any local partnerships to ensure that resources are targeted appropriately.

It is proposed to review the existing local partnership arrangements such as the Neighbourhood Delivery Groups to ensure they are 'fit for purpose' and able to address local issues. It is not proposed to create burdensome partnership structures but to use a range of mechanisms that are appropriate to local circumstances and issues. It is likely that these local working arrangements will include:

- **Multi-agency Task and Finish Groups** developed where appropriate to consider the data and intelligence, agree key issues and develop and monitor appropriate action plans
- **Involvement of Ward Members, Town and Parish Councils** local agencies and services, voluntary groups, and residents as appropriate
- Groups to be actively looking for '**co-operative solutions**' to issues through consideration of alternative delivery of services or interventions, or improving existing service delivery to better meet community needs
- Delivery through or links to other existing partnerships such as **Donnington Partnership** or **Regeneration Partnerships** where applicable, this may involve those groups developing interventions that contribute to the action plans
- Reporting will be to the **LSP Executive, Cabinet** and relevant **LSP Delivery Partnerships** on progress, sharing good practice and highlighting issues and blockages as appropriate – these groups will also 'task' the local partnership to provide support in tackling specific issues identified at a strategic level.

7. SUPPORTING & INVOLVING MEMBERS

It is the Council's responsibility to give councillors the tools they need to do their job. Research shows that councils that properly support their councillors will find that they can get:

- a better understanding of the needs of their local communities
- greater public involvement in local initiatives
- greater interest in the role of the Council.

As our engagement and empowerment agenda rolls out, the role of the councillor will become more important and the demands placed on them will increase. Their effectiveness will depend, to some extent, upon the quality of the support they receive.

Since May 2011, we have done a number of things to support all members in their roles:

- A full induction programme;
- Workshop sessions to help and support members to undertake engagement activities in their wards;
- Distribution of a support pack to support members as they lead the 'Your Money, Your Projects' initiative in their wards;
- Development and distribution of Ward Profiles, giving members the key facts and figures about their local area;
- Holding a number of Information Briefing events on specific issues;
- Extending the distribution of E.news to all members on a weekly basis.

However, there is more that we can and should do. Ten suggestions are:

1. Development of a 'Ward Councillor Protocol' which would help to define the future role of the ward councillor and address issues about support and development. In particular, the Protocol would set out clear guidance for the type of data/information which Council services would be expected to share with ward members; when members could be expected to be consulted and/or notified about issues/proposed activities in their wards; involvement in local partnership activities etc;
2. It has been recognised that whilst there are currently a number of existing initiatives in place to support and communicate with Members, these could be further improved to provide more effective methods of engaging with and informing Members. As part of the Member Awareness for Officer sessions, several briefing notes were produced as guidance. This guidance could be further enhanced through the introduction of a checklist or flowchart which would enable officers to consider the appropriate stage at which to consult, engage and inform Members on their work. Promotion of this toolkit could be rolled out through further Member Awareness workshops and alongside articles in the e-news possibly with a strap line such as 'Remember the Member' to reinforce the message;
3. The Members' Information Point (MIP) should act as a central point of reference for Members particularly during out of office hours. This is currently under-utilised as a facility for communicating information to all Members. This should be more widely promoted amongst officers as a key method of keeping Members informed of borough wide issues. The MIP could also be further enhanced through the introduction of individual Ward pages. Officers could post relevant information to the pages which would allow Members to see what's happening in their Ward (or neighbouring Wards) at a glance. These pages could include links to commonly asked questions such as planned highways work, planning applications, tree preservation orders and refuse collections. This could be extended to include updates from service areas. Residents may well raise questions about some or all of these issues with their Ward Member and will expect them to know about them;

4. Convert the current 'Your Money, Your Projects' initiative into a more general "Ward Co-operative Fund" which would be a small but dedicated and flexible resource with which to address specific local issues/priorities and/or to promote positive behaviours and actions. This would remove current time constraints on the process and would enable ward councillors, working in conjunction with their communities, to support what they feel matters most e.g. purchasing new equipment, environmental service top-up, a prize scheme (best kept/most improved/community volunteer etc), funding activities for younger or older people etc;
5. Review the current on-line reporting system for members to make it more efficient, easy to use and accessible for all councillors (e.g. easier log-in for multiple reports; shortening standard information fill-in requirements each time; enabling easier tracking);
6. Introducing a short, succinct Manual of key information for councillors (both manual and electronic versions);
7. As mentioned earlier, each Assistant Director to be designated a number of wards so that they can act as a senior contact within the organisation for any ward member 'in their patch' if the member has a problem and is not sure who to contact. The Assistant Director's role will be to support the ward member, give advice if appropriate, and 'own the problem' until the member's issue is resolved as far as is practicable. (NB It will not be the responsibility of the Assistant Director to try to maintain an overview of all service delivery activity or issues within the wards they are assigned, nor to be responsible for ensuring – except in respect of the services for which they are directly responsible – that ward members are kept informed of all developments/issues within their ward. Rather, the Assistant Directors can assist a ward councillor if they feel they have not been appropriately notified);
8. Run the Personal Safety course for members at least twice a year and ensure 'top tips' are included within the proposed Manual;
9. Establish a Member Information Seminar programme. This programme to consist of at least one seminar per month for all councillors. Each proposed Service Area (9) plus the Co-operative Council Delivery Unit will take responsibility for one session each to brief members on key issues, challenges, priorities, focuses for improvement etc. There will also be sessions on the developing budget;
10. We will, together with members, review their training, development and support programme – this could be done in conjunction with the development of the 'Ward Councillor Protocol'.

8. OVERVIEW OF SAVINGS TO BE DELIVERED

A. Senior Management Restructure – Savings

	£000
Deletion of 1x Corporate Director post	154
Deletion of 1x Assistant Chief Executive post	154
Deletion of 1x Head of Service post	105
Reduction of hours of 2x Head of Service posts by 50%	105
Reduction in salary: Chief Executive to Managing Director	16
Reduction in salary existing Corporate Director to Director	13
Total	<u>547</u>
+ Director of Children's Services	<u>(141)</u>
	<u>406</u>

Appendix 1

TERMS OF REFERENCE - REVIEW OF SENIOR MANAGEMENT STRUCTURE

To conduct a full review of the organisation's Senior Management structure and operations and make recommendations for the most effective model with particular regard to the delivery of Co-operative Council objectives.

To present recommendations and detailed plans for implementation to Cabinet and Council.

To consult on the implementation of recommendations and resolve staffing issues where necessary.
To advise on appointments to any new model agreed.

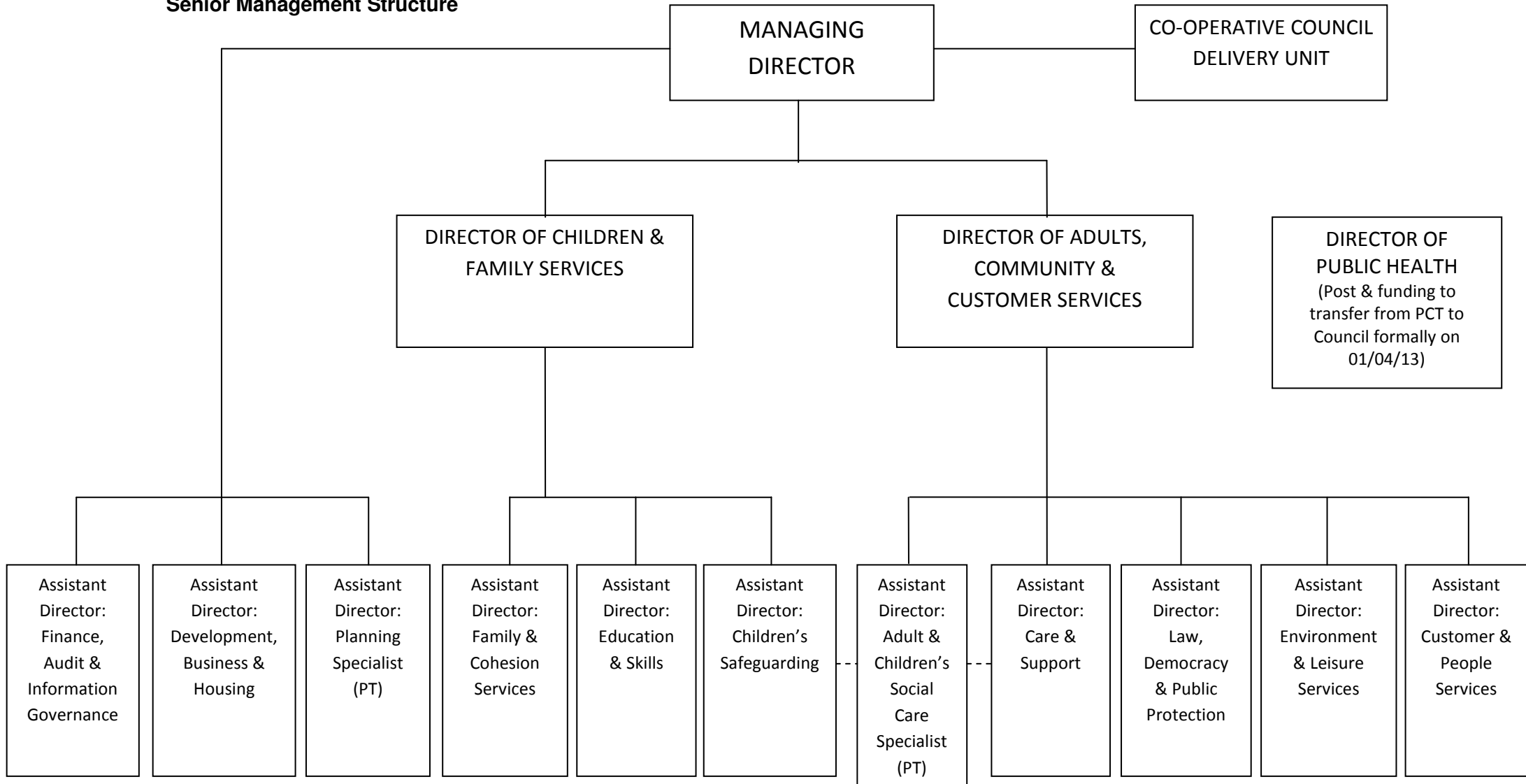
To put in place effective, positive and co-operative working arrangements between members and officers

The review will:

- Ensure that the key elements of co-operative council are supported by proposals.
- Take account of the statutory roles of Head of Paid Service, Chief Finance officer, Monitoring Officer, Director of Children's Services and Director of Adult Services.
- Make savings on the existing senior management costs.
- Oversee the implementation of proposals including consultation, required negotiation and staffing outcomes.
- Advise on the appointment process to new structures.

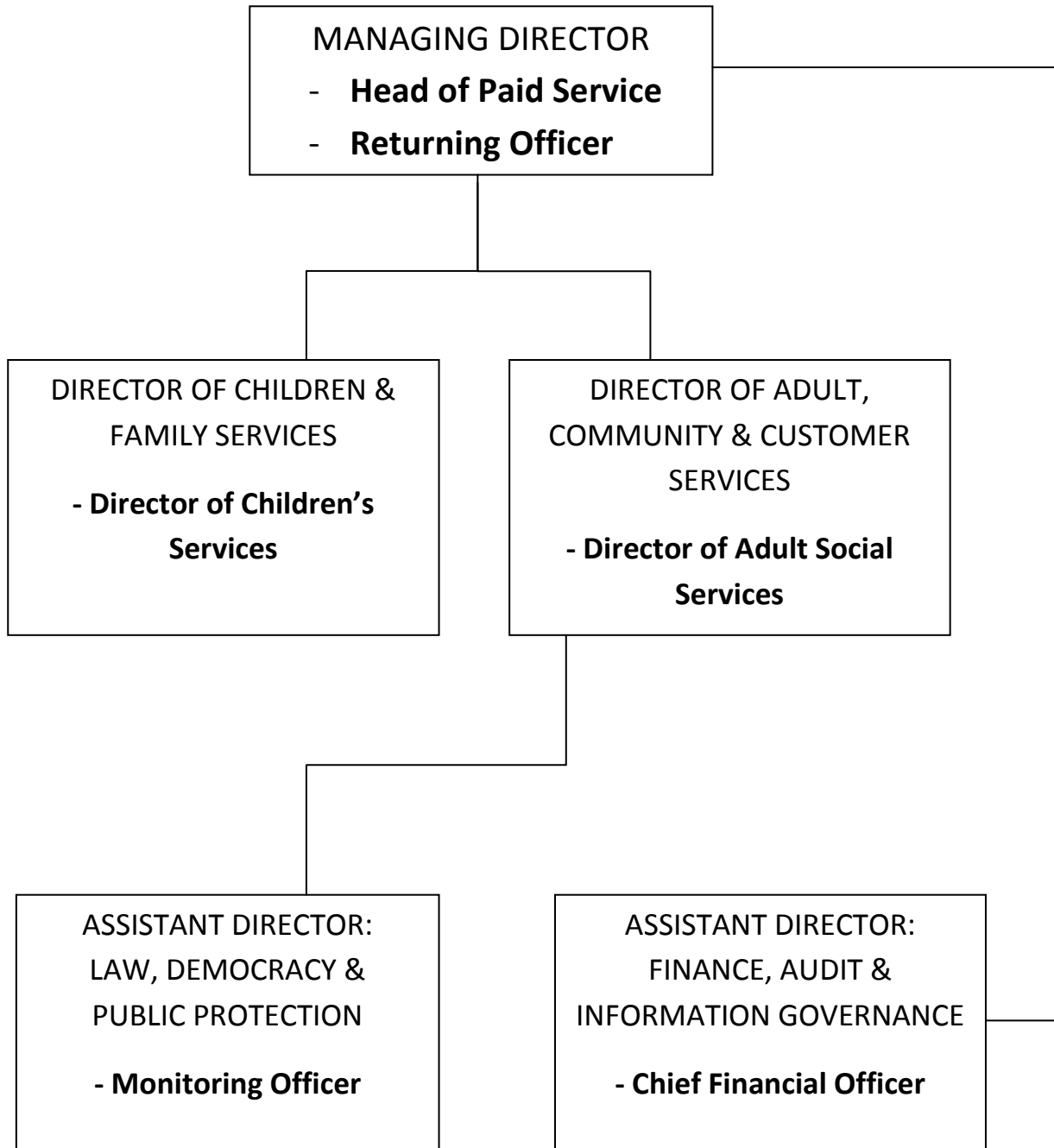
Appendix 2

Senior Management Structure



Appendix 3

STATUTORY RESPONSIBILITIES



Appendix 4

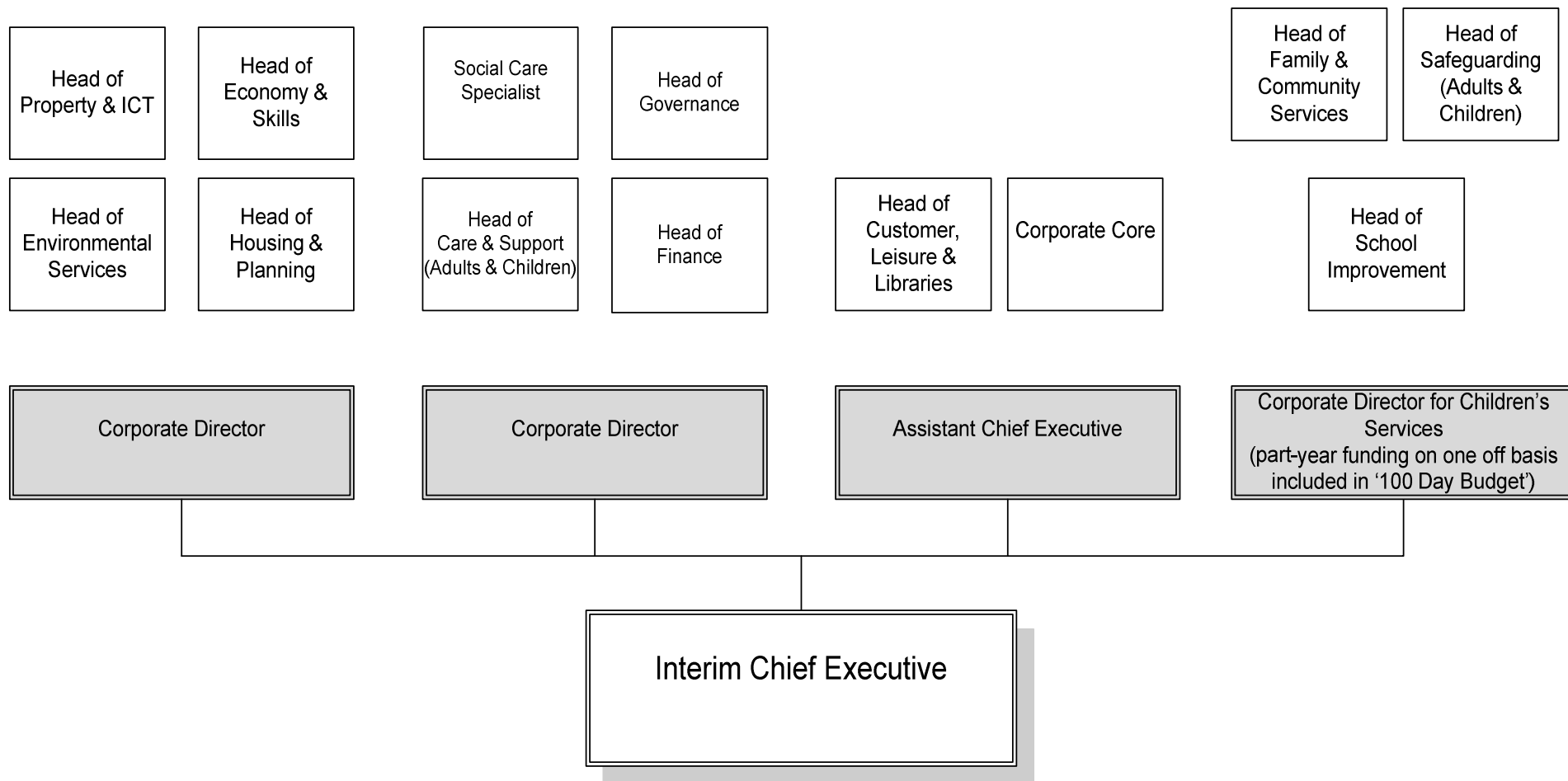
LIST OF FUNCTIONS – ASSISTANT DIRECTORS

Assistant Director: Law, Democracy & Public Protection (Statutory Monitoring Officer)	
•	Legal Services (SDM nominated as Deputy Monitoring Officer)
•	Health & Safety and Resilience
•	Environmental Health, Trading Standards & Licensing
•	Democratic Services
Assistant Director: Finance, Audit & Information Governance (Statutory Chief Financial Officer & Senior Information Risk Officer)	
•	Finance (3x SDMs, each nominated as Deputy CFO)
•	Audit & Assurance (SDM nominated as Deputy SIRO)
•	Employment Services & Purchase Ledger
Assistant Director: Family & Cohesion Services	
•	Early Intervention
•	Children's Specialist Services
•	Cohesion
•	Family Connect
•	Homelessness/Housing Needs (not a SDU)
•	Integrated Planning, Placements & Commissioning
Assistant Director: Customer & People Services	
•	Customer & Registrar Services
•	Library Services
•	Revenues
•	Benefits
•	ICT
•	Human Resources
•	Organisational Improvement
•	Catering
Assistant Director: Care & Support	
•	Access & Enablement
•	Assessment & Case Management
•	Personalisation Support & Service Provision
•	Adult Safeguarding
•	Adult Social Care Commissioning
Assistant Director: Adult & Children's Social Care Specialist (part-time)	
•	No direct line reports
Assistant Director: Environmental & Leisure Services	
•	Highways & Engineering
•	Environment & Open Space
•	Leisure Facilities & Services
•	Highways & Transport

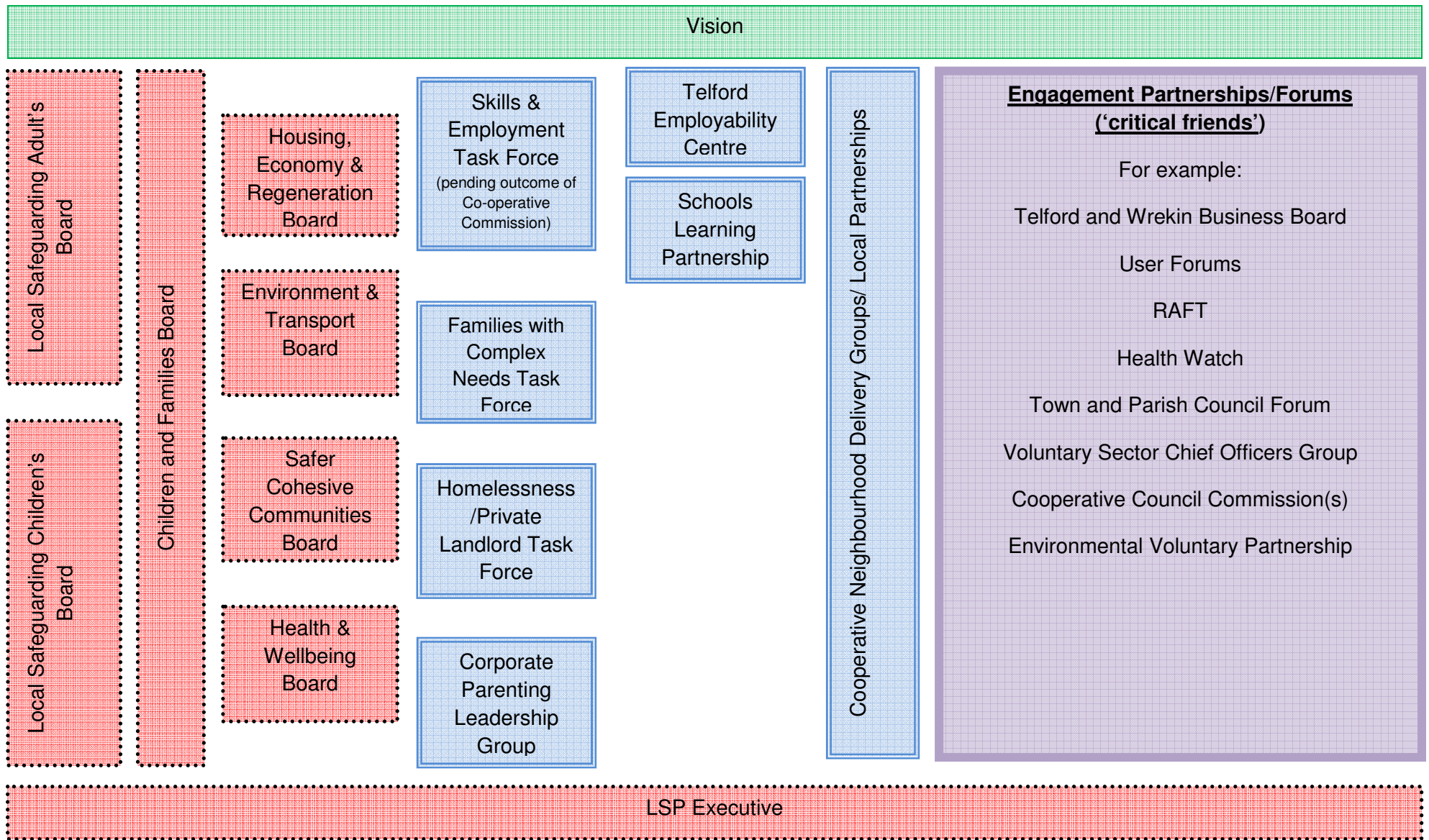
Assistant Director: Education & Skills	
•	Consultancy & Advisory Services
•	Leadership & Management
•	Achievement & Standards
•	Skills Commissioning (from within Economy & Skills, not a SDU)
•	Skills Delivery (Lifelong Learning, Careers, Youth Employment)
•	Arts and Culture
Assistant Director: Children's Safeguarding	
•	Children Protection & Assessment
•	Children in Care & Fostering
•	Safeguarding Advisory
•	Professional Social Work Lead
Assistant Director: Development, Business & Housing	
•	Development Management
•	Economic Development (excluding Skills Commissioning – transferred to Education & Skills service area. Social Regeneration, Voluntary Sector lead and External Funding Team – transferred to Co-operative Council Delivery Unit)
•	Housing & Development Planning (excluding Homelessness/Housing Needs – transferred to Family & Cohesion Services)
•	Estates & Investment
•	Property & Design
•	Facilities Management
•	Town Centre
•	Building Schools for the Future
•	Strategic Procurement
Assistant Director: Planning Specialist (part-time)	
•	No direct line reports
Co-operative Council Delivery Unit (reporting directly to Managing Director)	
•	Policy & Strategy
•	Delivery & Planning
•	Community Engagement & Voluntary Sector (Existing Community Engagement, Equalities & Action Team and incorporates the corporate lead for Voluntary Sector, Social Regeneration and the External Funding Team – transferred from Economic Development Service Delivery Unit)
•	Corporate Communications

Appendix 5

Corporate Management Team and Heads of Service



Appendix 6 - Proposed LSP Partnership Structure



Key: Pink – Strategic Function

Blue – Delivery Function

Purple – Engagement/Critical Friends

Appendix 7

Appointments

(This Appendix has been written by the Human Resources Advisory Team Manager)

The structure will be subject to consultation prescribed by legislation. On confirmation, appointment considerations will be influenced by the number of individuals requiring redeployment at each level. Considerations will include:

Managing Director:

- A) The position can be advertised externally, internally or a combination of both as long as it complies with Council policy.
- B) An external recruitment process is likely to take in excess of 12 weeks between advertisement and appointment plus lead in time.
- C) Appointment will be made by Full Council following a recommendation by Personnel Board.

Directors:

- A) There are currently three directors (one interim) for two positions. This could increase by one redeployee dependent upon the outcome of selection for the Managing Director post.
- B) The appointment is made by Personnel Board.

Assistant Directors:

- A) The proposals reduce the numbers at this level by an aggregate of two. It is possible that one of these will be achieved through hours reduction. One post will therefore be made redundant.
- B) Where possible individuals will be slotted into posts depending on current responsibilities. However there may need to be a competitive process depending on the skills mix and posts to be filled.