

BOROUGH OF TELFORD & WREKIN

Minutes of an Extraordinary Meeting of the Borough of Telford & Wrekin held on Thursday 3 November, 2011 at 6.30 pm at Civic Offices, Telford

PRESENT:

Councillors M.J. Smith (Mayor), R.K. Austin, S. Bentley, K.T. Blundell, S.P. Burrell, E.J. Carter, E.A. Clare, S. Davies, B.H. Duce, A.J. Eade, R.C. Evans, A.R.H. England, N.A.M. England, I.T.W. Fletcher, V.A. Fletcher, E.J. Greenaway, T.J. Hope, M.B. Hosken, M.G. Ion, A. Lawrence, A.A. Mackenzie, C.N. Mason, A.D. McClements, W.A.M. McClements, A.A. Meredith, J.C. Minor, C.P.R. Mollett, F.R. Picken, G.C.W. Reynolds, S.A.W. Reynolds, K.S. Sahota, R.G. Scammell, J.M. Seymour, R.J. Sloan, C.F. Smith, A.J. Stanton, B.J. Thompson, K.L. Tomlinson, W.L. Tomlinson, C.R. Turley, P.R. Watling and D.R.W. White.

54. APOLOGIES FOR ABSENCE

Councillors F.M. Bould, D.G. Davies, N.A. Dugmore, C.B.A. Elliott, G.M. Green, K.R. Guy, A.S. Jhavar, R.T. Kiernan, J. Loveridge, L.A. Murray, R.A. Overton and H. Rhodes.

55. DECLARATIONS OF INTEREST

None

56. REVIEW OF PARLIAMENTARY CONSTITUENCIES: COUNCIL RESPONSE TO CONSULTATION PROPOSALS

Councillor K.S. Sahota, Leader of the Council, presented the reports of the Head of Governance which were attached as Appendices A and B. He told Members that the report marked as Appendix A presented the initial proposals as published by the Boundary Commission for England. These proposals were for replacing the existing Telford and The Wrekin constituencies with a Telford North and The Wrekin constituency and a Bridgnorth and Telford South constituency. The proposed Telford North and the Wrekin constituency would include all of the Telford & Wrekin council area north of the M54, including Wellington and Newport and the borough's Wrockwardine ward. The Bridgnorth and South Telford constituency would bring all of Telford south of the M54 together with parts of Shropshire including Shifnal, Albrighton, Bridgnorth and Much Wenlock

The report marked as Appendix B comprised an alternative proposal that had been requested by Cabinet on 20 October 2011. The alternative proposal would both respect the identity of Telford as a town and provide for a surrounding mixed market town and rural constituency. It was vital that any proposals submitted would meet the Boundary Commission's primary and secondary criteria. The primary criterion stated that electorates of each constituency should fall within the range between 72,810 and 80,473, 5% either side of the electoral quota of 76,641. The secondary criteria addressed special geographical considerations (size, shape and accessibility of a constituency), local government boundaries (as they existed on 6 May 2010), boundaries of existing

constituencies and any local ties that would be broken by changes in constituencies. The Commission had stated in its initial proposals that none of the secondary criteria would override the necessity to achieve an electorate in each constituency within the allowable range.

The alternative proposal (Appendix B) met the primary and secondary criteria and provided for one constituency that included all of the urban heart of the town. The constituency names contained within the proposals were disappointing. The constituencies as outlined in the alternative proposals should be named Telford and The Wrekin & Bridgnorth.

The Leader told Members that the initial proposal from the Boundary Commission were counter productive and would create an unnatural divide between north and south Telford. The alternative proposals would see a Telford Urban constituency which would cover most of the urban parts of north and south Telford, including Ironbridge, with the exception of Wellington. The Wrekin Market Towns and Rural constituency would include Wellington, Newport, Albrighton, Shifnal, Bridgnorth and Much Wenlock and surrounding rural area. The alternative proposal would better reflect the nature of the area and satisfy the Commission's key criteria around electorate size. Telford should be a constituency in its own right; the arbitrary use of the M54 to divide the town would split communities and break natural local ties.

Councillor A.J. Eade, Leader of the opposition group, told Members that he was disappointed with the alternative proposals, particularly in relation to Wellington. The primary criterion for the range of elector numbers for each constituency was clear. The town was growing and future development would quickly mean that the proposals for a Telford urban constituency would exceed the permitted range of electors. He could not support the alternative proposals.

Councillor A.D. McClements believed that the Boundary Commission proposals were disruptive and would have the effect of breaking up well established communities. She supported wholeheartedly the alternative proposals and the constituency names of Telford and The Wrekin & Bridgnorth.

A number of Members joined the debate, speaking both for and against the submission of alternative proposals to the Boundary Commission.

Councillor R.J. Sloan, Chairman of the Boundary Review Committee, told Members that as far back as 1918 the Wrekin constituency had included Much Wenlock. It was right that a range of views were submitted as part of the consultation by all those with views on this matter. He noted that the ranges of numbers within any constituency would always change over time but added that the guidance from the Boundary Commission clearly set the context for the submission of alternative proposals.

Councillor K.S. Sahota moved and Councillor R.J. Sloan seconded that:

- Council agree to the submission of alternative proposal for a Telford urban and a market towns/ rural hinterland constituency;

- That the suggested names of the constituencies should be Telford and The Wrekin & Bridgnorth
- The Interim Chief Executive be delegated to prepare a formal written submission along these lines in consultation with the Leader of the Council
- That the Interim Chief Executive and Leader of the Council be tasked with attending the Boundary Commission's public hearing at Ludlow on 7-8 November to make oral submissions in support of this alternative proposal.

A recorded vote was requested.

Votes cast were as follows:

In favour:

Councillors M.J. Smith (Mayor), R.K. Austin, E.A. Clare, S. Davies, B.H. Duce, R.C. Evans, A.R.H. England, N.A.M. England, M.G. Ion, A.A. Mackenzie, C.N. Mason, A.D. McClements, W.A.M. McClements, J.C. Minor, F.R. Picken, G.C.W. Reynolds, S.A.W. Reynolds, K.S. Sahota, R.J. Sloan, C.F. Smith, B.J. Thompson, C.R. Turley, P.R. Watling and D.R.W. White. (24)

Against:

Councillors S. Bentley, S.P. Burrell, E.J. Carter, A.J. Eade, I.T.W. Fletcher, V.A. Fletcher, E.J. Greenaway, T.J. Hope, M.B. Hosken, A. Lawrence, A.A. Meredith, C.P.R. Mollett, R.G. Scammell, J.M. Seymour and A.J. Stanton. (15)

Abstained:

Councillors K.T. Blundell, K.L. Tomlinson and W.L. Tomlinson (3)

Following a recorded vote, the alternative proposal was carried and it was

RESOLVED: that -

- Council agree to the submission of an alternative proposal for a Telford urban and a market towns/ rural hinterland constituency;**
- The names of the constituencies should be Telford and The Wrekin & Bridgnorth**
- The Interim Chief Executive be delegated to prepare a formal written submission along these lines in consultation with the Leader of the Council**
- That the Interim Chief Executive and Leader of the Council be tasked with attending the Boundary Commission's public hearing at Ludlow on 7-8 November to make oral submissions in support of this alternative proposal.**

The meeting ended at 7.07 pm

Speaker.....

Date

BOROUGH OF TELFORD & WREKIN

Minutes of the Meeting of the Borough of Telford & Wrekin held on Thursday 15th September, 2011 at 6.30 p.m. at the Civic Offices, Telford.

PRESENT:

Councillors M.J. Smith (Mayor), R.K. Austin, S. Bentley, K.T. Blundell, F.M. Bould, S.P. Burrell, E.J. Carter, E.A. Clare, D.G. Davies, S. Davies, B.H. Duce, N.A. Dugmore, A.J. Eade, C.B.A. Elliott, R.C. Evans, A.R.H. England, I.T.W. Fletcher, V.A. Fletcher, G.M. Green, E.J. Greenaway, T.J. Hope, M.B. Hosken, M.G. Ion, A.S. Jhawar, R.T. Kiernan, J. Loveridge, A.A. Mackenzie, C.N. Mason, A.D. McClements, W.A.M. McClements, A.A. Meredith, J.C. Minor, C.P.R. Mollett, L.A. Murray, R.A. Overton, F.R. Picken, G.C.W. Reynolds, H. Rhodes, S.A.W. Reynolds, K.S. Sahota, J.M. Seymour, R.J. Sloan, C.F. Smith, A.J. Stanton, B.J. Thompson, C.R. Turley, P.R. Watling and D.R.W. White.

43. PRAYERS

The Reverend Andy Smith, Ecumenical Dean of Telford, led Members in prayer.

44. MINUTES

RESOLVED - that the minutes of the Meeting of the Council held on 28th July, 2011 be confirmed and signed by the Mayor.

45. APOLOGIES FOR ABSENCE

Councillors N.A.M. England, K.R. Guy, A. Lawrence, R.G. Scammell, K.L. Tomlinson and W.L. Tomlinson.

46. DECLARATIONS OF INTEREST

None.

47. MAYOR'S ANNOUNCEMENTS

Mayoral Engagements

The Mayor briefly updated Members on his recent engagements. He drew particular attention to his attendance at the recent performance of 'Gel' at The Place, Oakengates. He had also attended the Dawley British Legion Summer parade as well as holding the Mayor's Civic service at Holy Trinity Church, Hadley. The Mayor told Members that he had attended a Service of Thanksgiving for Brigadier Neil Barclay, OBE K-ST.J and DL, at the Park House, Shifnal. Brigadier Barclay would be remembered with affection and very much missed by all that knew him. He had worked tirelessly in support of many local military charities.

48. LEADER'S REPORT & ANNOUNCEMENTS

Leader's Report

Councillor K.S. Sahota, Leader of the Council, thanked staff, the Police, local Ward councillors and partner agencies for their efforts in dealing with recent march in Wellington by the English Defence League. The day had passed off without any damage to property. Businesses in Wellington had seen trading disrupted on the day of the march, it had been good to see people supporting Wellington and the town's traders on the following weekend.

The Borough's primary schools had produced their best ever results at key stage 2, overall results were in line with the national average. Senior schools had also produced the best ever GSCE results and excellent 'A' level results. Pupils and staff were deserving of congratulation for their excellent work throughout the year.

An 11 screen Cineworld cinema was planned for Southwater which would kick start further development in the area, bringing in investment and creating jobs.

Widespread consultation was taking place on the Council's budget. 500 people had been consulted on spending priorities in the last few months. £15 million had been saved during the last year with a further £20m of savings required for this year. It was crucial to make every effort to protect front line services and jobs in the face of unprecedented government spending cuts.

The first meeting of the Co-operative Commission was due to take place on 16 September. As a Co-operative Council, the administration would work with the community to make sure that the needs of local people were met. Co-operative values would shape the way the Council would rebuild the local economy for the long term social benefit of the people of the Borough. The Council would look at different, innovative ways of delivering services would be explored. All elected Members were invited to help with the work of the Co-operative Council to reshape the delivery of public services.

The Leader notified Members that Cabinet responsibilities for Environment were being transferred from Councillor H. Rhodes to Councillor S. Davies. More detailed information and revised Cabinet Member titles would be circulated by the end of the week to Members and staff.

Announcements

a) Old Park Primary School – Outstanding Primary School of the Year Award

The Leader presented Mandie Haywood, Head Teacher at Old Park Primary School, with a certificate of outstanding achievement in recognition of the school being judged outstanding Primary School of the year by The Times newspaper. The school had been created just 4 years earlier and had beaten hundreds of rivals for the award. Mandie Haywood told Members that she was delighted that the hard work and innovation of everyone at the school had been recognised.

b) West Mercia Police and the Fire Authority Quality People Award

The Leader presented Paul Fenn with the Quality People award for his exceptional performance within the Anti Social Behaviour unit. Paul had been nominated for the Team Recognition award and told Members that he was enormously pleased that the efforts of all members of the unit had been recognised.

49. CABINET DECISIONS MADE SINCE THE LAST MEETING OF THE COUNCIL

Members received the report (Appendix C) on the Cabinet decisions made since the last meeting of the Council on 28 July, 2011.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery gave Members an update on the 100 day review of Service & Financial Planning Strategy (item 2.1.1 of the Cabinet report). In response to a question, Councillor McClements told Members that the decision to accommodate staff in existing buildings, rather than build a new Civic offices, provided the following advantages for the people of the Borough. £1.1m year on year savings would be produced, existing property would be utilised, the Council retained a prime site in the Town Centre and would generate a capital receipt from the sale of the existing building.

Councillor McClements was asked about previous borrowing levels and told Members that in April this had been £165m.

Councillor A.J. Eade, Leader of the opposition group, disputed projected revenue savings of £1.6m, arguing that the programme planned by the previous administration would have generated these savings. Councillor Eade asked for further information on the £2.94m application for Capitalisation Direction. Councillor McClements told Members that he had not yet seen a response but that Members would be informed when a response was received.

A question was raised on item 2.1.2 of the report, 2011/12 Financial Monitoring. The question asked whether the administration would guarantee high safeguarding standards together with the provision of the service within budget. Councillor P.R. Watling, Cabinet Member: Children, Young People & Families, told the meeting that the administration would do all it could to safeguard children; this was at the centre of the Council's work. Everything would be done to provide the service within budget.

50. MINUTES OF BOARDS AND COMMITTEES

Council noted the resolved minutes of the Personnel Board of 19th and 26th July and of the Plans Board of 13th July and 3rd August, 2011.

51. QUESTIONS

The following Questions were submitted in accordance with Council Procedure Rule 10:

a) Councillor A.J. Eade had submitted the following question to Councillor K.S. Sahota, Leader of the Council:

“Now that the figure is no longer commercially confidential will Councillor Sahota tell members of this Council and the community in Telford and Wrekin the true value of the lowest tender received for providing new Civic offices in Southwater?”

In response, Councillor Sahota said that the lowest valid tender figure received was £16,677,515.

Councillor Eade asked whether the electorate had been treated with contempt prior to the Borough elections regarding claims made over the potential cost of the new Civic offices.

Councillor W.A.M. McClements, Cabinet Member: Resources & Service Delivery told Members that this assertion was unacceptable. He was prepared to show Councillor Eade information to substantiate the basis of claims made before the election regarding the cost of new Civic offices.

Councillor Sahota replied that voters had been clear that they did not want a new Civic offices building, his group had promised that it would not be built and they had kept that promise to the voters.

52. LOCAL SUSTAINABLE TRANSPORT FUND

Councillor H. Rhodes, Cabinet Member: Environment, Transport & Community Protection presented the report (Appendix F) of the Head of Environmental Services which sought approval for a variation in the Council's approved budget following the recent announcement from the Department of Transport (DfT) regarding the Local Sustainable Transport Fund (LSTF). The LSTF was a fund set up by DfT to support sustainable transport projects delivering economic growth and reducing carbon emissions. The DfT had confirmed an offer of grant towards the Council's Key Component Bid over the period 2011/12 to 2014/15.

Following publication of the agenda the DfT grant figure had been slightly revised from £3,525,636 to £3,525,920. An amendment to the recommendation contained within the report was moved, seconded and approved by Members.

A point was raised over the 60%/40% split between revenue and capital funding at paragraph 4.1.2 (p4) of the report. Subsequent information showed that this split reflected the national position and did not relate to the position for Telford & Wrekin. Members noted that the Fund Profile - Revenue and Capital shown at Table 1 (p.4) of the report showed an incorrect figure, the total should have read £3,525,636 and not £3,255,636.

RESOLVED:

That Council approve the acceptance of £3,525,920 of Department for Transport (DfT) Local Sustainable Transport Funding (LSTF) as part of the Council's approved budget, with funding managed in accordance with the terms and conditions of the grant set out by the Department of Transport (DfT).

53. NOTICES OF MOTION

No motions were received.

Mayor:

Date:

The meeting ended at 7.35 p.m.

MAYORAL ENGAGEMENTS
8 SEPTEMBER – 16 NOVEMBER 2011

September	8 th	M	University of Wolverhampton Business School Graduation Ceremony at The Grand Theatre, Wolverhampton
		M	RAF Cosford Annual Reception at 3 Hangar, RAF Shawbury
	11 th	M	Wellington Town Council Civic Service at All Saints Church, Wellington
		DM	Coalbrookdale & Ironbridge CE Primary School Centenary Service at Holy Trinity Church, Coalbrookdale
		M	Telford Hornets Rugby Club – Wooden Spoon Charity Fun Day at Telford hornets RFC Ground, Dawley
	12 th	M	Charity Launch at Civic Offices, Telford
	17 th	M	TIC Expansion & Ludlow Complex Launch at Telford International Centre, Telford
	18 th	M	Hollinswood & Randlay Harvest Supper Celebration at Hollinswood Pavilion
	20 th	M	Opening of the Institute of Revenues Rating & Valuations Conference at Telford International
		M	Institute of Revenues Rating & Valuations Conference Reception at Telford International Centre
	21 st	DM	South Staffordshire & Shropshire Healthcare NHS Exhibition & AGM at the Learning Centre & Network, Stafford
		M	Institute of Revenues Rating & Valuations Awards Dinner at Telford International Centre
	22 nd	M	House of Fraser Re-launch Evening at Telford Shopping Centre
	23 rd	DM	Bridge House Day Centre Fun Day at Bridge House, Wappenshall
	DM	Launch of CLiC at the new Wellbeing Drop in Centre, CHEC in Madeley	

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|----------------|------------------------|-----------|---|
| | | M | Harper Adams Graduation Ceremony at Harper Adams College, Newport |
| | 24th | M | World Heritage Festival Opening at The Square, Ironbridge |
| | | M | Wrekin & Telford Singers and Hadley Ladies Choir charity Concert at Hadley Chapel, Hadley |
| | | DM | World Heritage Festival Finale at The Square, Ironbridge |
| | 25th | M | World Heritage Festival Arts Day at Maws Craft Centre, Jackfield, Ironbridge |
| | | M | RAF Association (Wellington Branch) Battle of Britain Service at St Georges Parish Church |
| | 26th | M | RAF Museum Fun n Flight Interactive Gallery Launch at the Test Flight Hangar, RAF Cosford |
| | 28th | DM | Citizenship Ceremonies at Civic Offices, Telford |
| October | 1st | DM | Opening of Heavenly Quest Baby Charity Shop at High Street, Wellington |
| | | DM | Wellington Town Council Civic Reception at Wrekin College, Wellington |
| | 5th | DM | Private Viewing of Jackie Coyle Art Exhibition at Arts Bar Gallery, Wheatsheaf Inn, Shifnal |
| | 15th | M | South Staffordshire Chairman's Charity Curry Evening at Codsall Village Hall, Codsall |
| | 20th | M | Relate Open Evening at The Roy Fletcher Centre, Shrewsbury |
| | 21st | M | Launch of Black History Month at Oakengates Theatre |
| | 25th | M | Telford's Talent Show at Oakengates Theatre |
| | 28th | M | Bridgnorth Town Council Mayor's Charity Concert at The Castle Hall, Bridgnorth |
| | 29th | M | Newport Town Band Annual Concert at |

Harper Adams University College, Newport

November

- 30th M** Shropshire Horticultural Society Charity Luncheon at Albrighton Hall Hotel, Shrewsbury
- 2nd M** Clubmark Presentation to Dawley Angling Society, Royal British Legion Club, Dawley
- 4th M** Telford STARS – Action for Children open day at Acorn Way, Shawbirch
- 5th M** St Georges Church Autumn Fayre at St Georges Sports and Social Club, St Georges
- 7th M** Olympics 2012 Media Events ~~at The Ironbridge~~ and Moorfield Primary School, Newport
- ~~**M** Olympics 2012 Media Event at Moorfield Primary School, Newport~~
- 8th M** Annual Newly Qualified Teachers Presentation Evening at Lightmoor Village Primary School, Lightmoor
- M** Webb Youth Project at Webb Crescent, Dawley
- 10th M** Official Opening of the refurbished BHS Store at Telford Shopping Centre
- DM** Launch of Co-operative Council Pilot Scheme at Windmill Surestart Children's Centre, Brookside
- 11th DM** Armistice Day Ceremony at Remembrance Memorial in the Arena, Telford Town Park
- 12th M** Donnington Bonfire at Broadoaks Field, Donnington
- DM** Help for Heroes Charity Dinner at The Park Inn, Telford
- 13th M** Remembrance Day Parade and Service at Castle Farm Community Centre, Hadley
- DM** Remembrance Day Parade & Service at Park Lane Centre, Woodside
- M** Festival of Remembrance at Oakengates Theatre

TELFORD & WREKIN COUNCIL

COUNCIL – 24 NOVEMBER, 2011

REPORT OF CABINET – FOR INFORMATION ONLY

MATTERS DETERMINED BY THE CABINET

1.0 INTRODUCTION

This report sets out those matters determined by the Cabinet at its meetings on 22 September, 20 October and 10 November, 2011.

2.0 CABINET BUSINESS

Matters that have been determined by Cabinet are listed below:

2.1 22 September, 2011

- 2.1.1 Service & Financial Planning 2012/13 – 2014/15.
- 2.1.2 Local Sustainable Transport Fund.
- 2.1.3 Highways Maintenance – Winter Service Review.
- 2.1.4 Telford & Wrekin Joint Mental Health and Well-being Commissioning Strategy 2011 – 2015.
- 2.1.5 Proposal for the Transformation of Rehabilitation and Re-ablement Services within Telford & Wrekin.
- 2.1.6 Short Breaks Statement.
- 2.1.7 Disposal of Land off Station Road, Newport.
- 2.1.8 Planning of School Places: Secondary School Provision.

2.2 20 October, 2011

- 2.2.1 Update on Configuration of Hospital Services in Shropshire, Telford & Wrekin.
- 2.2.2 Financial Monitoring 2011/12.
- 2.2.3 Investment into Telford Ice Rink (Business Case).
- 2.2.4 Dawley Sports & Co-operative Learning Community – Sport England Bid Submission.
- 2.2.5 Declaration of Madebrook Pools and Stirchley Dingle Local Nature Reserve.
- 2.2.6 Local Government Resources Review – Proposals for Business Rate Retention.
- 2.2.7 Representation on Outside Bodies 2011/12.
- 2.2.8 Review of Parliamentary Constituencies – Council Response.

2.3 10 November, 2011

- 2.3.1 100 Day Review of 2011/12 Service & Financial Planning Strategy.
- 2.3.2 Building Schools for the Future Programme – Approval of Final Business Case for Three Schools.
- 2.3.3 National Government Changes to the Disabled Blue Badge Scheme.
- 2.3.4 Parish & Town Council Hotline – Review of Pilot.
- 2.3.5 Events and Festivals in Telford & Wrekin for 2012.
- 2.3.6 Review of Senior Management Structure.
- 2.3.7 Planning of School Places: Secondary School Provision

3.0 DELEGATION OF POWERS GRANTED BY THE CABINET

REPORT HEADING	DELEGATION GRANTED TO	DETAIL OF DELEGATION GRANTED
Local Sustainable Transport Fund	Head of Environmental Services	To agree the content of the full business case for submission by 20 th December 2011
Disposal of Land off Station Road Newport	Head of Property & ICT	To negotiate and enter into a conditional contract for the sale of land off Station Road, Newport as shown indicatively only on the plan appended at Appendix 1 of the report
Disposal of Land off Station Road Newport	Head of Property & ICT	To negotiate and enter into a Joint Venture agreement to procure development in South West Newport
Disposal of Land off Station Road Newport	Head of Property & ICT	To negotiate and enter into any other agreements necessary to procure development in South West Newport as described in the report
Disposal of Land off Station Road Newport	Head of Governance	To execute all legal documentation to give effect to the resolutions
Planning of School Places: Secondary School Provision	Head of School Improvement	To begin informal consultation with key stakeholders and partners
Investment into Telford Ice Rink (Business Case)	Head of Property & ICT	To award any contracts necessary for the delivery of all the works outlined in the report
Investment into Telford Ice Rink (Business Case)	Head of Governance	To seal or sign any documents required to give effect to the above resolutions

REPORT HEADING	DELEGATION GRANTED TO	DETAIL OF DELEGATION GRANTED
Dawley Sports & Co-operative Learning Community – Sport England Bid Submission	Head of Leisure, Libraries & Customer Services	To accept the Sport England offer if successful; enter into all necessary legal and financial arrangements; and to take all steps necessary to progress and delivery the alternative project in accordance with the proposals outlined in the report and the required timescales
Declaration of Madebrook Pools and Stirchley Dingle Local Nature Reserve	Head of Housing & Planning	To complete the declaration process
Building Schools for the Future Programme – Approval of Final Business Case for Three Schools	Head of Property & ICT	To award the Single School design and build contracts to Kier Moss, and to enter into all related contract documents
Building Schools for the Future Programme – Approval of Final Business Case for Three Schools	Head of Property & ICT	To arrange the demolition of existing buildings and the disposal of the site
Building Schools for the Future Programme – Approval of Final Business Case for Three Schools	Head of Governance	To agree and execute all necessary documentation, including to affix the common seal of the council to the contractual documentation as, in the opinion of the Head of Governance, is appropriate under article 14.06 of the Constitution
Planning of School Places: Secondary Provision	Head of School Improvement	To build a new ecumenical 1050 place Christian Academy for ages 11-18 on the proposed site in Priorslee which will incorporate the Blessed Robert Johnson Catholic College and will provide places for the communities of Priorslee and St Georges

REPORT HEADING	DELEGATION GRANTED TO	DETAIL OF DELEGATION GRANTED
		<p>encompassing the primary attendance areas of Priorslee Academy and Redhill and St George's CE Primary Schools;</p> <p>To build a new 1050 place 11-16 Co-operative Academy for the communities of Donnington, Oakengates, Trench and Wrockwardine Wood which incorporate the combined success and expertise of the Sutherland Business and Enterprise College and Wrockwardine Wood Arts College;</p> <p>To build a community facility that will develop The Lakeside co-operative educational campus on the Stirchley site encompassing primary, secondary and post 16 education;</p> <p>To build a new 1200 place school on the vacated Blessed Robert Johnson site to replace the Charlton School.</p>
LEGAL COMMENT FINANCIAL COMMENT LINKS WITH CORPORATE PRIORITIES RISKS AND OPPORTUNITIES ENVIRONMENTAL IMPACT EQUALITY & DIVERSITY WARD IMPLICATIONS		<p>As described in each report considered by Cabinet. Copies of all reports have been previously circulated to all Members of the Council</p>

TELFORD & WREKIN COUNCIL
COUNCIL – 24 NOVEMBER 2011
2011/12 FINANCIAL MONITORING REPORT
REPORT OF THE HEAD OF FINANCE

PART A) – SUMMARY REPORT

1.0 SUMMARY OF KEY ISSUES

1.1 The Financial Monitoring report to Cabinet in October showed overall revenue spending projected to be within approved budgets and provided an update on progress on capital programme spending. The report also highlighted some changes to capital allocations and virements which require formal approval by Full Council:

Capital Approvals		
Description	Amount - £	Funding
Redhill Demountable	5,000	School Contribution
Admaston Tuition Centre - Roof	60,000	School Contribution
Madeley Court Academy – demolition costs	189,734	School Contribution
Wombridge Primary – Fencing	16,907	External Funding
Short Breaks for Disabled Children	296,972	DFE Grant
Windmill Primary – Children Centre Phase 2	4,733	School Contribution
Crudgington Primary – Car Park and Walking Bus	14,825	External funding
Financial Management System	50,000	Capital Receipts

Virements		
To	Amount - £	From
Charlton School – car park	3,500	Burton Borough – Roof works
Catering – Planned Works	30,000	Education External Painting

2.0 RECOMMENDATIONS

2.1 Members are asked to approve the changes to the capital programme shown in section 1 above.

3.0 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Delivery of all priority objectives depend on the effective use of available resources.
	Will the proposals impact on specific groups of people?	

	No	
TARGET COMPLETION/DELIVERY DATE	The capital programme will be immediately updated to reflect the new approvals.	
FINANCIAL/VALUE FOR MONEY IMPACT	No	
LEGAL ISSUES	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and take action if overspends /shortfalls emerge.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	
IMPACT ON SPECIFIC WARDS	No	Borough Wide

4.0 PREVIOUS MINUTES

- 03/03/11 – Full Council, Service & Financial Planning Strategy
- 26/7/11 – Cabinet, 2011/12 Financial Monitoring
- 20/10/11 – Cabinet, 2011/12 Financial Monitoring

PART B) – ADDITIONAL INFORMATION

There is no additional information.

5.0 BACKGROUND PAPERS

2011/12 Budget Strategy / Financial Ledger reports

Report Prepared by: Ken Clarke, Head of Finance – 01952 383100;
Pauline Harris, Finance Manager – 01952 383701

Telford Ice Rink – Business Model

	2011/12	2012/13 (Closure)	2013/14	2014/15	2015/16	2016/17	Ongoing
Budget Pressure/Saving	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Budget pressure as a result of income shortfalls against Ice Rink income budgets (as per 2010/11 outturn)		240	240	240	240	240	240
Additional income generated from soft play provision, pricing reviews, increase in customer base and sponsorships		(5)	(76)	(142)	(203)	(215)	(215)
Efficiency savings			(190)	(190)	(190)	(190)	(190)
Cost of closure for 4 months to undertake capital works - one off cost assume closed from June 2012		101					
NNDR associated with extension		4	18	18	18	18	18
Cost of Borrowing £3.2million for improvements to Ice Rink	8	120	309	253	253	253	253
TOTAL COST/(SAVING)	8	459	301	179	118	106	106
Less: Amount already assumed in base budget, approved by Council on 3rd March 2011, for loss of contribution from Ice Rink		(200)	(200)	(200)	(200)	(200)	(200)
TOTAL NET COST/(SAVING)	8	259	101	(21)	(82)	(94)	(94)

TELFORD & WREKIN COUNCIL

CABINET - 20 OCTOBER 2011

FULL COUNCIL - 24 NOVEMBER 2011

INVESTMENT INTO TELFORD ICE RINK (BUSINESS CASE)

JOINT REPORT OF HEAD OF LEISURE, LIBRARIES & CUSTOMER SERVICES & HEAD OF PROPERTY & ICT

(PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The Council's Cabinet agreed on the 8th June 2010 to the undertaking of a formal procurement process in respect of the proposed transfer of Telford Ice Rink to an external operator under a lease agreement. The procurement process was commenced, however, following the change in leadership in May 2011 a preference to explore an in house option was requested, in order to explore a more viable financial business model which would result in income, following the major refurbishment and inclusion of additional attractions eg soft play, retained and reinvested into the facility by the Council and not lost to a private sector provider.
- 1.2 Proposals for an 'in house' option include for the refurbishment and extension of the Ice Rink to provide additional leisure provision in the form of a soft play facility, enhanced reception, boot change and welfare facilities, the creation of a restaurant unit which will be owned by the Councils Property Investment Portfolio (PIP) and leased to an independent operator including a new improved frontage, which will significantly enhance the visual appearance of the building as it faces onto the new Main Street delivered as part of the Southwater development programme.
- 1.3 A financial business case (Appendix 1) has been prepared which identifies both the capital and revenue implications of the "in house" proposal. If approved, the Ice Rink would need to close for a period of 4 months from June 2012 whilst internal refurbishment works to the ice pad and associated cooling plant, are undertaken. The soft play facility would open from December 2012. The proposals would necessitate the undertaking of a staff restructure which would be carried out in line with the wider corporate restructuring process. It would also necessitate the relocation of the Ice Learning Zone, the former Playing For Success Centre however alternative locations are currently being identified.

2 RECOMMENDATIONS

- 2.1 **That Cabinet endorse the proposed 'in house' development option subject to inclusion in the approved Service and Financial Planning Strategy for 2012/13**
- 2.2 **That Council endorse inclusion within the Budget Strategy for 2012/13 the capital and revenue implications as well as the spend in 2011/12 set out in Appendix 1.**
- 2.3 **That, Cabinet grant delegated authority to the Head of Property & ICT, following consultation with the Cabinet Member for Housing, Regeneration and Economic Development to award any contracts necessary for the delivery of all works outlined in this report.**
- 2.4 **That, Cabinet approve that the retail unit is incorporated into the Property Investment Portfolio in return for a capital investment as set out in the report.**

2.5 That Cabinet grants delegated authority to the Head of Governance to seal or sign any documents required to give effect to the recommendations contained in this report.

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The Ice Rink is a regional facility which attracts approximately 250,000 visitors per year, The facility provides opportunities for young people and families to be physically active and therefore contributes to improving the health and well being of residents of Telford & Wrekin and is one of the most popular venues in the borough for young people
	Will the proposals impact on specific groups of people?	
	Yes	The proposal will enhance community and sporting provision for a range of community groups particularly children, young people and families.
TARGET COMPLETION/DELIVERY DATE	It is proposed that the refurbished Ice Rink would open in September 2012 with the soft play and restaurant provision being completed by December 2012.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	The total capital cost of the Ice Rink refurbishment and extension is £3.977million, of which £0.285million will be incurred in 2011/12. This cost reduces to £3.2m from 2014/15 from offsetting the PIP capital investment of £0.777m in the restaurant unit. The cost of borrowing £3.977million up to 2013/14 and £3.2million from 2014/15 onwards has been factored into the financial business case at Appendix 1. The cost of borrowing £3.2million is £0.253million per annum. There are additional revenue costs to the Council of £0.368m in total between 2011/12 and 2013/14 which are mainly due to the impact of the closure of the Ice Rink and the cost of borrowing. It is projected that from 2014/15 the impact of the refurbishment will result in a surplus being generated totalling £21k in 2014/15 rising to £94k per year by 2016/17. This will be achieved through additional income generated through the soft play facility, an increase in the number of visitors and savings from operational efficiencies. MLB 07.10.11
LEGAL ISSUES	Yes/No	The Council has the power to carry out the recommendations contained within this report and ongoing legal advice will be provided as and when necessary. All contracts awarded by the Council must comply with the Council's Contract Procedure Rules and Financial Regulations and must also comply with any EU requirements.
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Opportunities linked to new business development and inward investment as part of Southwater development. Opportunities to enhance the town centre leisure offer for both residents and visitors particularly the inclusion of a soft play facility currently not present in the town centre. Risks associated with financial projections relating to future income growth and rental income from the restaurant unit however these will be mitigated through marketing and promotion of the Southwater
IMPACT ON SPECIFIC	No	Borough wide and regional impact.

(PART B) – ADDITIONAL INFORMATION**4 INFORMATION**

- 4.1 Telford Ice Rink is a facility of significant local and regional importance as the nearest comparable alternative rink is in Solihull. The ice rink regularly attracts 250,000 plus visitors per year.
- 4.2 The ice rink, built in 1984, is now in need of significant investment. A condition survey of Telford Ice Rink has identified that significant internal and external refurbishment is required, amounting to £3.1m over the next 3 years, in order to keep the facility in a functional state. Key elements of the works include but are not limited to:
- Essential upgrades to the refrigeration
 - Replacement of key items of mechanical and electrical plant which are reaching the end of their economic and environmental life
- 4.3 In addition to the essential repair and maintenance work much of the internal fabric of the Ice Rink is in need of refurbishment or replacement. The condition of the Ice Rink is considered to be one of the factors which have contributed to a recent downturn in usage of the facility and therefore income. A decision was taken by Cabinet to progress a procurement process following a soft market testing exercise in 2010. However in May 2011 the Leadership of the Council changed and as a result work on an in house option was commissioned in order to explore an improved business model which would 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. The outsourcing option would have resulted in a £200K annual loss of income in order to secure the one off capital investment required to refurbish the rink.
- 4.4 The ice rink proposal seeks to capitalise upon and maximise the opportunities associated with the Southwater development by:
- Adding significant value to the developing leisure provision in Southwater: In July 2011, Cabinet approved a revised programme of works for Southwater which, amongst other things, encouraged a focus on leisure development. Specific approval was granted for the construction of a new retail unit to the front of the existing bowling & bingo building as well as the disposal of land adjacent to Southwater Square for the construction of a cinema, hotel and bars, restaurants and shops. A high quality ice rink provision will provide further support to the Southwater development as the leisure hub within Telford Town Centre.
 - Delivering an active frontage onto the new main street through the creation of a restaurant unit and a building extension for soft play thereby adding to a vibrant street scene.
 - Attracting visitors from across the region to Southwater, and in the process raising its profile and encouraging wider private sector investment.
- 4.5 Proposed improvements include:
- Replacement of the refrigeration plant to comply with legislative requirements
 - Replacement of the mechanical and electrical plant
 - Extension of the Ice Rink to provide a major soft play facility
 - Creation of a new customer entrance and reception area
 - Refurbishment of the boot hire area
 - Refurbishment of the toilets
 - Replacement of the ice rink barrier
 - Reinstatement of a bar

- Internal redecoration and replacement lighting
 - Improved insulation and other energy efficiency measures which will reduce running costs
- 4.6 The scope and extent of refurbishment works has been tailored to focus on those elements which are in most need of urgent attention (e.g. ice pad) and those which are most likely to result in opportunities to increase revenue income (e.g. soft play, ice hockey).
- 4.7 It is considered that the inclusion of a Soft Play facility will provide an additional source of revenue whilst complementing the existing leisure offer within the Town Centre and the adjacent Town Park. The facility has been designed in such a way so as to maximise operational efficiencies through joint use of reception and catering facilities with the Ice Rink.
- 4.8 The existing Ice Rink foyer and bar area will be stripped out and reconfigured to provide a restaurant/retail unit with a an independent entrance off Main Street The restaurant unit will provide a viable addition to the Council's Property Investment Portfolio in return for an £777k investment in the project as detailed in Appendix a. The unit will be marketed and the end user will be responsible for fitting out the unit.
- 4.9 The Ice Rink building is also to be extended on its rear elevation to accommodate a new plant for the Ice Rink as well as create an energy centre which will provide power and heat to developments throughout Southwater. The integration of the energy centre into the Ice Rink utilises redundant space in the existing plant room and as such represents a cost effective solution to the delivery of this facility. It is anticipated that the energy centre will provide chilling and power to the ice rink and as such provides financial as well as environmental benefits. Costs associated with the energy centre were approved at Cabinet in July 2011 and are not included in the capital costs at Appendix 1.

5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

5.1 Community Impact

- 5.1.1 The Ice Rink is the Town's primary leisure provision for young people. On a typical Friday night over 500 young people will visit the Ice Rink and during peak periods, such as February half term, the Ice Rink attracts 700 plus visitors per session.
- 5.1.2 The facility hosts a number of high profile events such as the annual ice dance and ice speedway events and is home to the Telford Tigers Ice Hockey team. The proposed programme of works and closure has been planned to limit the impact upon these events and also to avoid the Ice Rink's busiest period of December to March.
- 5.1.3 Options are currently being investigated for the provision for a temporary ice rink facility, possibly within the Town Park, for the duration of the closure. Costs associated with this temporary provision are excluded from the figures in Appendix 1

5.2 Finance Value for Money

- 5.2.1 The total capital cost of the refurbishment and extension works to the Ice Rink are £3.977million. This will be funded through prudential borrowing initially, however the requirement for borrowing will be reduced to £3.2million by 2014/15. The revenue cost of borrowing has been factored into the financial business case.
- 5.2.2 Appendix 1 identifies the revenue cost implications of the refurbishment and extension works to the Ice Rink. The model assumes that the current shortfalls against income targets will continue however £200k of this is already funded through the current base budget. This shortfall is recovered over future years in the model from additional income from the soft play facility, increased usage and pricing policies. The income projections are based upon historical data and benchmarking however there are a number of risk factors

in particular the current economic climate. The model also assumes a level of efficiency savings that will be generated through reduced staffing and utility costs.

- 5.2.3 In total for 2011/12 the financial model indicates there is a small additional cost to the Council of £8k due to the cost of borrowing. In 2012/13 the net cost rises to £259k mainly due to the cost of closure which is estimated to be a maximum of £100k, and the cost of borrowing which is £120k. For 2013/14 the total net cost reduced to £101k and is mainly due to the borrowing costs of £309k. By 2013/14 it is anticipated that efficiency savings of £190k will be delivered and additional income of £96k will be achieved. The cumulative budget shortfall between 2011/12 and 2013/14 is £368k. This cost would need to be built into the Council's budget strategy if approval is given to go ahead with this scheme.
- 5.2.4 In 2014/15 the projections indicate that there will be a net surplus of £21k which rises to £94k ongoing by 2016/17.

MLB 07.10.11

5.3 Other Impacts and Risks

- 5.3.1 Much of the ice rink mechanical and electrical plant is original and as such is considered to be beyond its reasonable economic life and the risk of breakdown is considered to be high.
- 5.3.2 In order to comply with regulations regarding the servicing of refrigeration plant, which came into force on 1 January 2010, the existing plant will need to be replaced by the end of 2014.
- 5.3.3 In order to allow for the reinstatement of a bar facility, which is considered essential to the ice rink business, it would be necessary to relocate the Ice Zone Learning Centre. Initial investigations are being carried out as to the possibility of relocating to other Council owned buildings. Costs for a temporary provision are excluded from Appendix 1.
- 5.3.4 The capital contribution from the Property Investment Portfolio is predicated on the achievement of a viable rental income for the restaurant unit.

6 PREVIOUS MINUTES

- 6.1 Telford & Wrekin Council Cabinet 8th June 2010

Report prepared by Stuart Davidson, Leisure Service Delivery Manager and Kate Turner, Service Delivery Specialist – Town Centre

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TELFORD & WREKIN COUNCIL

CABINET - 20th OCTOBER 2011

FULL COUNCIL - 24th NOVEMBER 2011

DAWLEY SPORTS & COOPERATIVE LEARNING COMMUNITY – SPORT ENGLAND BID SUBMISSION

REPORT OF HEAD OF LEISURE, LIBRARIES & CUSTOMER SERVICES AND HEAD OF PROPERTY & ICT

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 Work on the new Phoenix School rebuild as part of the Council's Building School for the Future (BSF) programme is due to start in the first quarter of 2012. The Council has been working with local and national partners to enhance the sports and leisure provision of the Dawley Sports & Cooperative Learning Community, as it will be known, for the wider benefit of Telford & Wrekin.
- 1.2 This has resulted in a successful stage 1 funding submission of £1.210m to Sport England to contribute towards the following enhanced provision.
- National standard BMX track in conjunction with the Wrekin Riders and British Cycling.
 - Installing a third generation (3G) pitch with sports lighting in conjunction with Telford Raiders Rugby League Club and the Rugby Football League (RFL). This site will become a regional centre of excellence for RFL.
 - Increase the indoor sports hall (part of BSF funding) from 4 badminton courts to 8 courts in conjunction with the Telford Table Tennis and Netball Clubs, the Telford Table Tennis Association, Shropshire County Netball Association, English Table Tennis Association (ETTA) and England Netball. This will become a regional centre for Table Tennis and a county hub for Netball with the opportunity to host regional Netball competitions as required.
- 1.3 At stage 1, the funding for all of the above facilities was to be provided by a combination of Sport England and all the four National Governing Bodies (NGBs).
- 1.4 Since the Council submitted their stage 1 bid to Sport England, a number of changes have occurred, including a change in Government resulting in a national review of funding for the various NGBs which has resulted in a reduction in their capital and revenue allocations. As a result Rugby League, Table Tennis and England Netball have had to withdraw or reduce their funding, however remain fully committed to the project and have guaranteed regular use of the new facilities. A further change was England Netball's specification and technical requirements which requires the sports hall to increase from 8 to 10 courts in order to qualify as a regional venue for competition. A technical challenge has been highlighted which will require a potential piling solutions on the sports aspects of the facilities.

The result of the changes in funder's requirements and the technical challenge on site resulted in an extra £613k being required for the overall construction project. This has resulted in an overall funding gap of £683k for the sporting element of the project outlined in the Stage 1 bid.

- 1.5 As a result the Council has considered a revised option with the full support of Sport England, who have indicated their support to help bridge the funding gap, by encouraging the Council to increase their Stage 1 bid from £1.21m to a Stage 2 bid for £1.5m and have given their support to continue with an 8 court sports hall solution.

The total projected capital cost for the sporting facilities is therefore £1.965m supported by the following funding streams:

- Sport England bid £1.5m
- National Governing Bodies (NGB) £0.130
- Funding from BSF programme £0.045
- Prudential Borrowing £0.290

- 1.6 In conclusion the final stage 2 bid, which must be submitted in October, includes a national BMX track and full size 3G pitch for Rugby League and an 8 court facility for use by Netball, Table Tennis and Rugby. The implications of this proposal are outlined in Section 5, and the overall funding gap, which has materialised largely as a result of the reduction in funds from three of the NGB's, is £290k. The issue of the BMX ground works remains an unknown risk.

A decision will be made by the Sport England Board on 16th November, 2011

2 RECOMMENDATIONS

- 2.1 That Cabinet endorse the major opportunities outlined in this report of the iconic sporting facilities to be developed in Dawley and accept the risks identified by agreeing to progress and submit a stage 2 bid for £1.5m to Sport England as per the agreed timescales and in line with their advice.**
- 2.2 That, subject to Full Council approving acceptance of the funding as part of the Council's approved budget, the Head of Leisure, Libraries and Customer Services be granted delegated authority following consultation with the Cabinet Member for Leisure and 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 detail outlined in this report and the required timescales.**

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	The project will significantly contribute to improving the health of residents of Telford & Wrekin by providing better opportunities to participate in both current and new sports not currently available as well as increasing physical activity. The project also supports other corporate priorities in particular education and learning
	Will the proposals impact on specific groups of people?	
	Yes	If successful, the project will provide enhanced community and sporting provision for a range of community groups including people of all ages, different genders, those with a disability and affected by deprivation. People living in the Dawley and the surrounding wards as well as those across Telford & Wrekin as a whole including potential visitors to the cycle track and sports hall from out of borough due to regional significance of the facilities.
TARGET COMPLETION/DELIVERY DATE	Work will form part of the BSF programme delivery which is projected to start in 2012.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	There is a budget gap for the project which will need to be funded through prudential borrowing or additional capital receipts. The revenue cost of borrowing £290k is £22.9k. There is no budgetary provision to meet these costs under the current budget strategy. It should be noted that there are also revenue implications associated with the running costs of the new sports facilities which would need to include as a minimum an increase in NNDR and a requirement to have a sinking fund. These have not been fully costed at this point in time as the management vehicle for the site has not yet been confirmed however they will need to form part of the budget strategy for 2013/14 MLB 30.09.11
LEGAL ISSUES	Yes	Legal Services have seen a draft set of grant terms and conditions. The grant may only be used for capital expenditure and in accordance with the agreed strategic purposes. The grant conditions will apply to the site for 25 years from the date of the construction contract. Should the Council breach the terms of the grant agreement then the funder will be entitled to seek repayment of all or part of the grant. This is a standard provision within Sport England grant agreements. It is also a condition of the grant agreement (again, standard to Sport England) that the Council registers a restriction against its title to the site so that the site cannot be disposed of without the consent of the English Sports

		<p>Council. Members should note that once the grant is accepted the Council would be under an obligation to pay part of the proceeds of any sale of the site to Sport England should the Council wish to sell the site within 25 years.</p>
<p>OTHER IMPACTS, RISKS & OPPORTUNITIES</p>	<p>Yes</p>	<p>This represents excellent value for sport and leisure as it maximises external funding. For an additional £1.965m (£1.630m of which is external funding), the borough will have a national BMX track, 8-court sports hall with bleacher seating for table tennis and a full size 3G pitch /regional centre for Rugby FL. The site will provide the high quality sports and leisure facilities that are fully accessible to the local community and for the wider benefit of Telford & Wrekin as a whole.</p> <p>The project will be regarded nationally as a 2012 legacy facility and will strengthen the Council's national reputation and relationships with Sport England and other sporting organisations such as National Governing Bodies. The project is already being considered as a national case study for Sport England</p> <p>Any bid to Sport England carries with it a risk that the board decide not to fund the project or reduce their contribution.</p> <p>The planning application has been submitted and is scheduled for determination in October 2011. The submission is based on a 10 court sports hall. It will be possible to apply for an amendment for a reduced size sports hall reflecting 8 courts with minimal impact on the application process. However, if planning consent is delayed, there is a significant risk that the construction contract could not be placed before the expiry of the framework contract with Kier on 31 December 2011.. It would not be advisable to amend the design once the contract is let as it is a fixed price contract and changes to the scope could prove expensive. However, if necessary, alternative, costed designs could be incorporated in the contract prior to it being awarded.</p>
<p>IMPACT ON SPECIFIC WARDS</p>	<p>Yes</p>	<p>Dawley and the surrounding wards. The project will also have a positive impact on the borough as a whole and will be seen as having regional importance.</p>

PART B) – ADDITIONAL INFORMATION

4 INFORMATION

Background

4.1 Work on the new Phoenix School rebuild as part of the Council's Building School for the Future programme is due to start in the first quarter of 2012. The Dawley Sports & Cooperative Learning Community, as it will be known, includes a range of community and sporting facilities for the pupils and residents of Dawley and its surrounding areas. The enhanced sporting facilities have already been outlined in the Summary.

BSF Contract Implications

4.2 The new Phoenix School is being designed and constructed by Kier Moss. This project has been procured using the Partnerships for Schools Academies Framework. In order to comply with the timescales set out in the framework, the Council must enter into a design and build contract with Kier Moss before the end of 2011.

4.3 The design and build contract is a fixed-price contract and offers little financial risk to the Council. However, this would not be the case if significant changes are made after the contract has been let. It would not be advisable to amend the design once the contract is let.

4.4 To ensure that the Council is prepared to enter into the contract on time, the alternative designs could be commenced immediately although this will result in increased design costs, this mitigates the risk to the Council

5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

5.1 *External funding leverage* - the project represents excellent value for sport and leisure as it maximises funding through the BSF programme along with £1.630m external funding to secure a national BMX track, 8 court sports hall for table tennis and netball and a full size 3G pitch/ regional centre for RFL. The site will provide the high quality sports and leisure facilities, unequalled across the county, that are fully accessible to the local community and for the wider benefit of Telford & Wrekin as a whole.

5.2 *BMX track* – due to the uncertainty in the ground conditions on the proposed site, the BSF team has flagged the site of the BMX track as a potential risk. Although it has been confirmed that the contours and levels of the site are suitable for a national standard track, the project has not developed far enough to provide certainty around ground stability at this stage.

5.3 *Funding gap* – should Sport England agree to retain their capital contribution at stage 2 of £1.5m, the Council will be left with a funding gap of £290k which they will be required to underwrite. The National Governing Bodies will be required to provide a formal commitment to provide funds as part of the Stage 2 bid.

**Report prepared by Stuart Davidson, Leisure Business Manager and Sophie Griffiths,
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Telephone: 01952 383098**

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,
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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.

**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:

- 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.

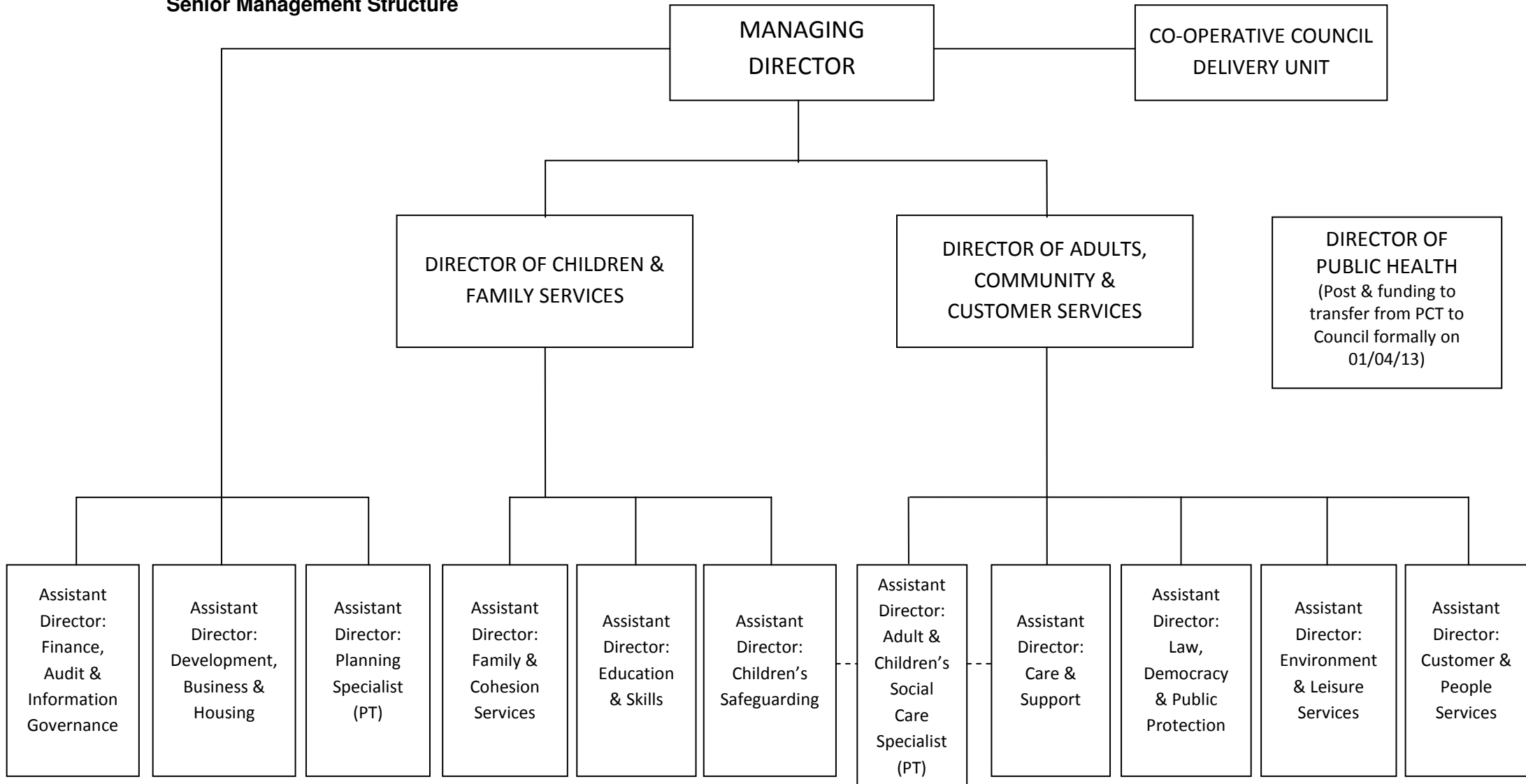
To put in place effective, positive and co-operative working arrangements between members and officers

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.

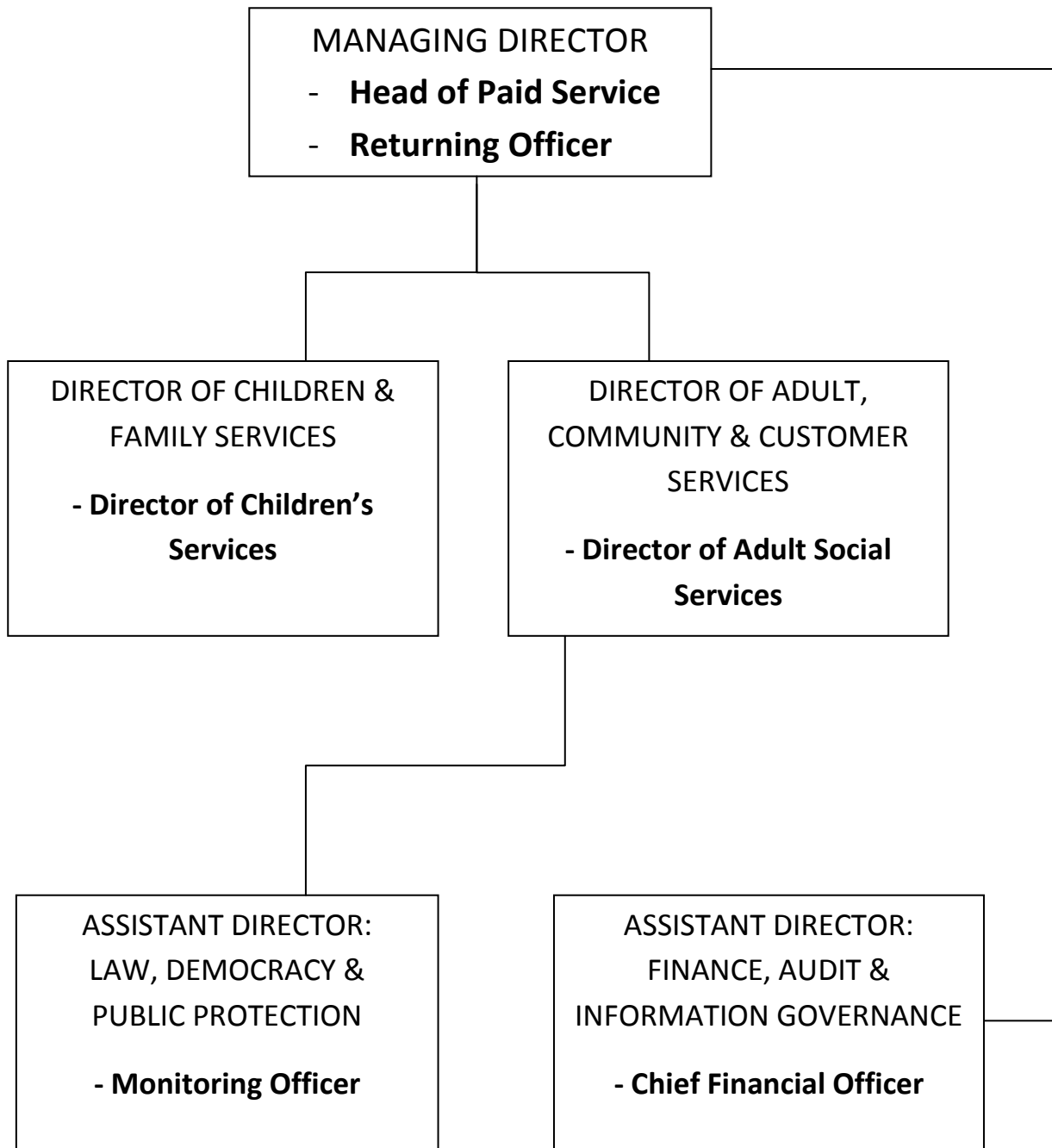
Appendix 2

Senior Management Structure



Appendix 3

STATUTORY RESPONSIBILITIES



Appendix 4

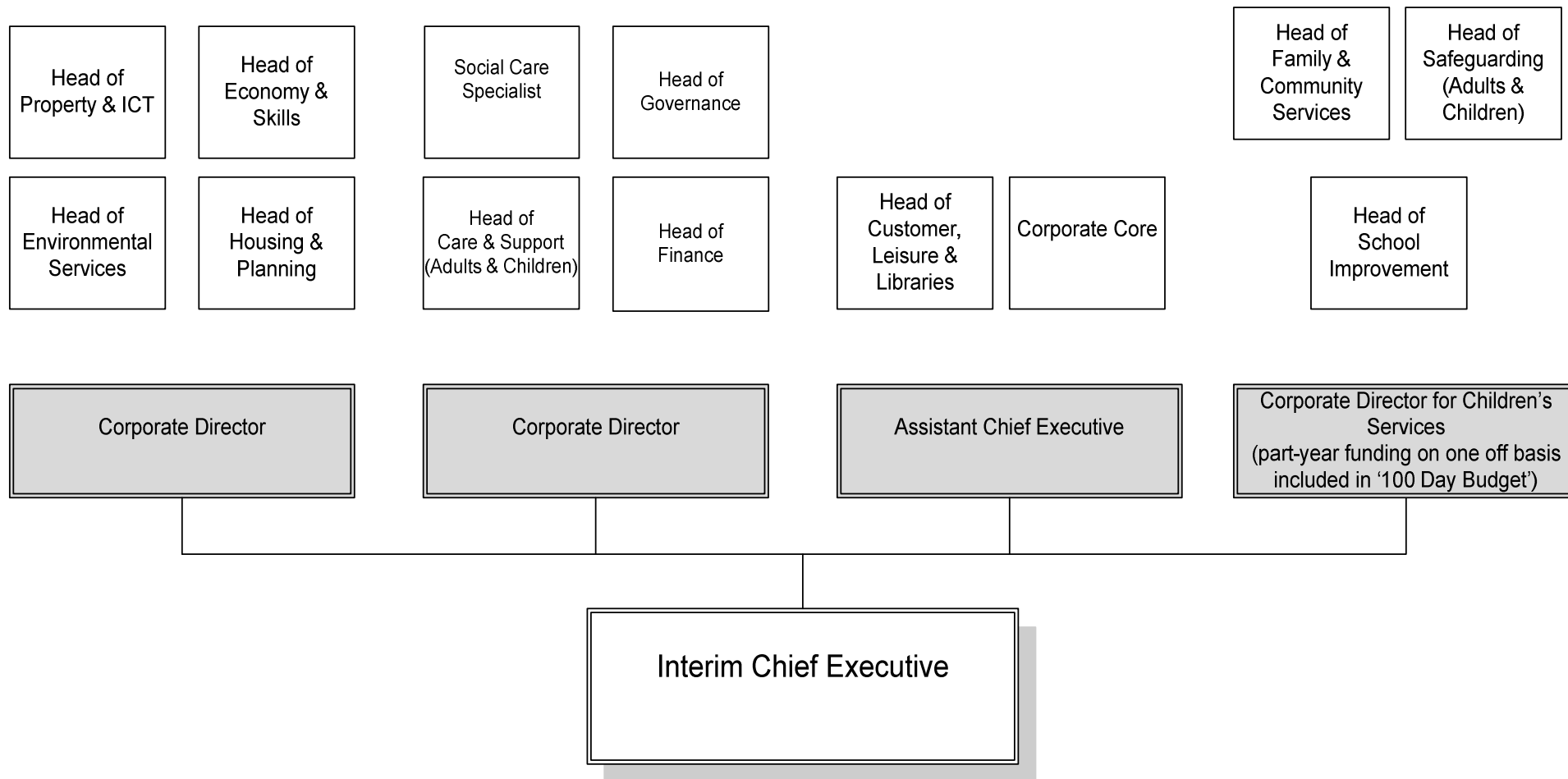
LIST OF FUNCTIONS – ASSISTANT DIRECTORS

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

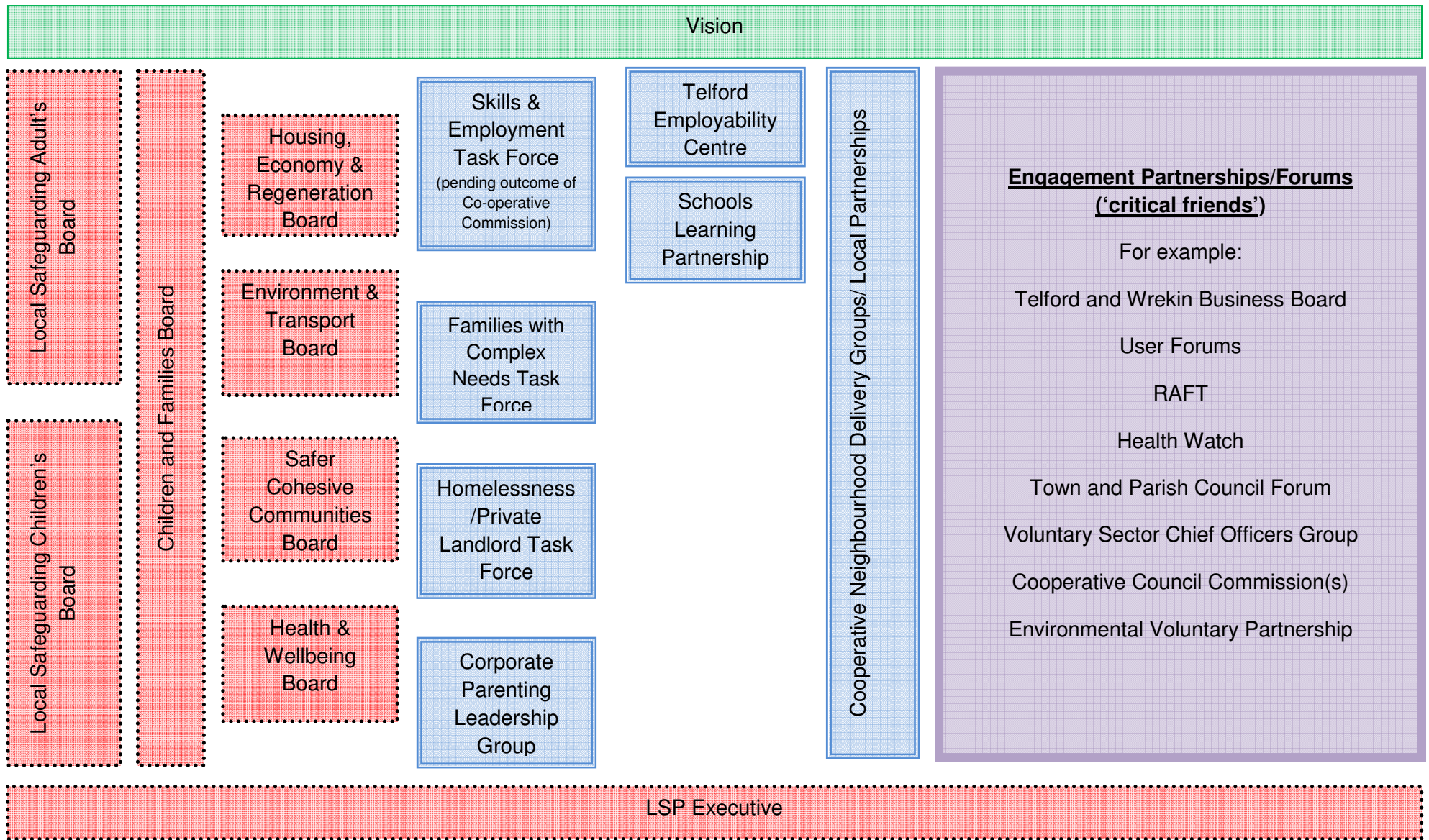
Assistant Director: Education & Skills	
•	Consultancy & Advisory Services
•	Leadership & Management
•	Achievement & Standards
•	Skills Commissioning (from within Economy & Skills, not a SDU)
•	Skills Delivery (Lifelong Learning, Careers, Youth Employment)
•	Arts and Culture
Assistant Director: Children's 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.

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

Powers, Functions & Duties of

BOUNDARY REVIEW COMMITTEE

NON-DELEGATED MATTERS (matters to be referred to Council for decision)

BOUNDARY REVIEWS

- 1 Duty to prepare information on and to recommend consultation responses to Council on Parliamentary Boundary Reviews
- 2 Duty to prepare information on and to recommend consultation responses to Council on Periodic and further Electoral Reviews
- 3 Duty to prepare information on and to recommend consultation responses to Council on Reviews of European Parliamentary electoral regions.
- 4 Duty to prepare information on and recommend consultation responses to Council on all other electoral arrangement reviews

DELEGATED MATTERS (matters which can be resolved)

COMMUNITY GOVERNANCE REVIEWS

- 1 Dealing with all matters relating to Community Governance Reviews

PARISHES

- 1 Grouping parishes, dissolving groups and separating parishes from groups

POLLING DISTRICTS

- 1 Duty to divide the constituency in to polling districts
- 2 The power to divide electoral divisions into polling districts at local government elections.

TELFORD & WREKIN COUNCIL

COUNCIL CONSTITUTION COMMITTEE – 08 NOVEMBER, 2011

BOUNDARY REVIEW COMMITTEE TERMS OF REFERENCE - COUNCIL CONSTITUTION

REPORT OF THE HEAD OF GOVERNANCE

1.0 PURPOSE

- 1.1 To request the Committee to recommend the Terms of Reference for the Boundary Review Committee, as outlined in Annex 1, to Full Council for approval:

2.0 RECOMMENDATIONS

Members recommend to Council that:

- 2.1 **The Terms of Reference of the Boundary Review Committee, as set out in Annex 1, be approved and reflected in the Council's Constitution.**
- 2.2 **The Terms of Reference of Licensing Committee be amended and the Constitution amended to reflect the delegated powers being transferred to the Boundary Review Committee, shown at paragraph 3.4 of the report.**

3.0 SUMMARY

- 3.1 A Boundary Review Committee was appointed at the Annual General Meeting of the Council on 26 May 2011.
- 3.2 The Committee requires a defined Terms of Reference that identifies any matters the Committee shall deal with. The proposed Terms of Reference are attached at Annex A.
- 3.3 It is proposed that the Boundary Review Committee have powers to deal with the following matters relating to **Boundary Reviews**:
- a) Duty to prepare information on and to provide consultation responses on behalf of the Council on Parliamentary Boundary Reviews
 - b) Duty to prepare information on and to provide consultation responses on behalf of the Council on Periodic and further Electoral Reviews
 - c) Duty to prepare information on and to provide consultation responses for the Council on Reviews of European Parliamentary electoral regions.
 - d) Duty to prepare information on and to provide consultation responses for the Council on all other electoral arrangement reviews

3.4 The following powers, which relate to **boundary matters**, are currently delegated to Licensing Committee. These powers would be more appropriately dealt with under the remit of the Boundary Review Committee. Those powers are as follows:

- a) Dealing with all matters relating to Community Governance Reviews
- b) Grouping parishes, dissolving groups and separating parishes from groups
- c) The duty to divide the constituency in to polling districts
- d) The power to divide electoral divisions into polling districts at local government elections.

If the recommendations are approved then the Terms of Reference of Licensing Committee in the Constitution would need to be amended to reflect the transfer of powers to the Boundary Review Committee.

4.0 PREVIOUS MINUTES

4.1 None

5.0 INFORMATION

5.1 Following appointment at 26 May Annual Council the Boundary Review Committee requires approval of Terms of Reference which will define the powers, functions and duties of the Committee.

5.2 The proposals are that the Committee has powers to make recommendations to Council on all Parliamentary, European and periodic and further electoral reviews.

5.3 The proposals are that some powers currently delegated to Licensing Committee are more appropriately dealt with by the Boundary Review Committee as they relate to boundary matters. These are shown at paragraph 3.4 of the summary section of the report.

6.0 OTHER INFORMATION

Equality & Diversity	Any changes to the Constitution must comply with all the equality and diversity legislation and regulations.
Environmental Impact	None arising directly from this report.
Legal Comment	The legal comment is set out within the main body of this report.
Links with Corporate Priorities	The Council seeks to deliver its objectives of providing leadership, accountability and high standards in local democracy.

Opportunities & Risks	The opportunities and risks associated with this process have been assessed. Arrangements have been put in place to manage the risks and maximise the opportunities that have been identified.
Financial Implications	The changes will be accommodated within existing budgets. .
Ward Implications	Borough wide

7.0 **BACKGROUND PAPERS**

Council Constitution

Representation of the People Act (1983)

Local Government Act 1972

The Local Government and Public Involvement in Health Act (2007)

Local Democracy, Economic Development and Construction Act (2009)

Report prepared by Jonathan Eatough, Head of Governance (01952 383200)

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1. Introduction

As Chairman of the Scrutiny Assembly and Scrutiny Management Board, I am pleased to present the Scrutiny Annual Report for 2010-11.

Last year saw the establishment of seven new Scrutiny Committees linked to the Council's priority areas, and this report provides a snap shot of the hard work and successes of those involved. A key issue for the people of Telford and Wrekin is the planned reconfiguration of the acute hospital services by the Shrewsbury and Telford Hospital Trust. The Joint Health Overview and Scrutiny Committee conducted robust scrutiny of the proposals, raising concerns on behalf of the public, to conclude that the proposals were in the best interest of the people of Telford and Wrekin and Shropshire. I would like to commend the elected members and co-optees involved in this work.

Looking ahead, in common with other local authorities, Telford & Wrekin is having to make huge reductions in spending in order to balance its budget and arguably there has never been a more important time for elected members who are not part of the 'executive' to engage in scrutiny of the decision making process.

As Telford & Wrekin progresses towards becoming a Co-operative Council, Scrutiny's commitment this year is to engage openly with local people, to involve our partners and residents in our work and to challenge which, and how, services will be funded and delivered by the Council and its partners. We have made a commitment that Scrutiny Committee meetings will be held in public to make the process open and transparent.

We have made changes to the Scrutiny structures so that we have five service themed Scrutiny Committees which will look at services within their area, overseen by the Scrutiny Management Board which will monitor the delivery of the work programme and review issues which are of strategic importance such as the Co-operative Commission.

Key challenges will be scrutiny of the budget priorities leading up to, and following, the publication of the draft budget, scrutiny of health and adult care and support in the light of the NHS reforms and continued monitoring of the development of the Full Business Case for the hospital reconfiguration.

I would like to thank everyone who has contributed to the work that Scrutiny has undertaken and I commend this Scrutiny Annual Report to you.

*Cllr. Derek White
Lead Scrutiny Member*

2. Purpose of Scrutiny

The concept of scrutiny in local authorities was formally introduced by the Local Government Act 2000. There are 54 elected members on Telford & Wrekin Council, but just nine of these make up a Cabinet which is the main decision making body of the Council. This places a lot of responsibility with a small number of elected members.

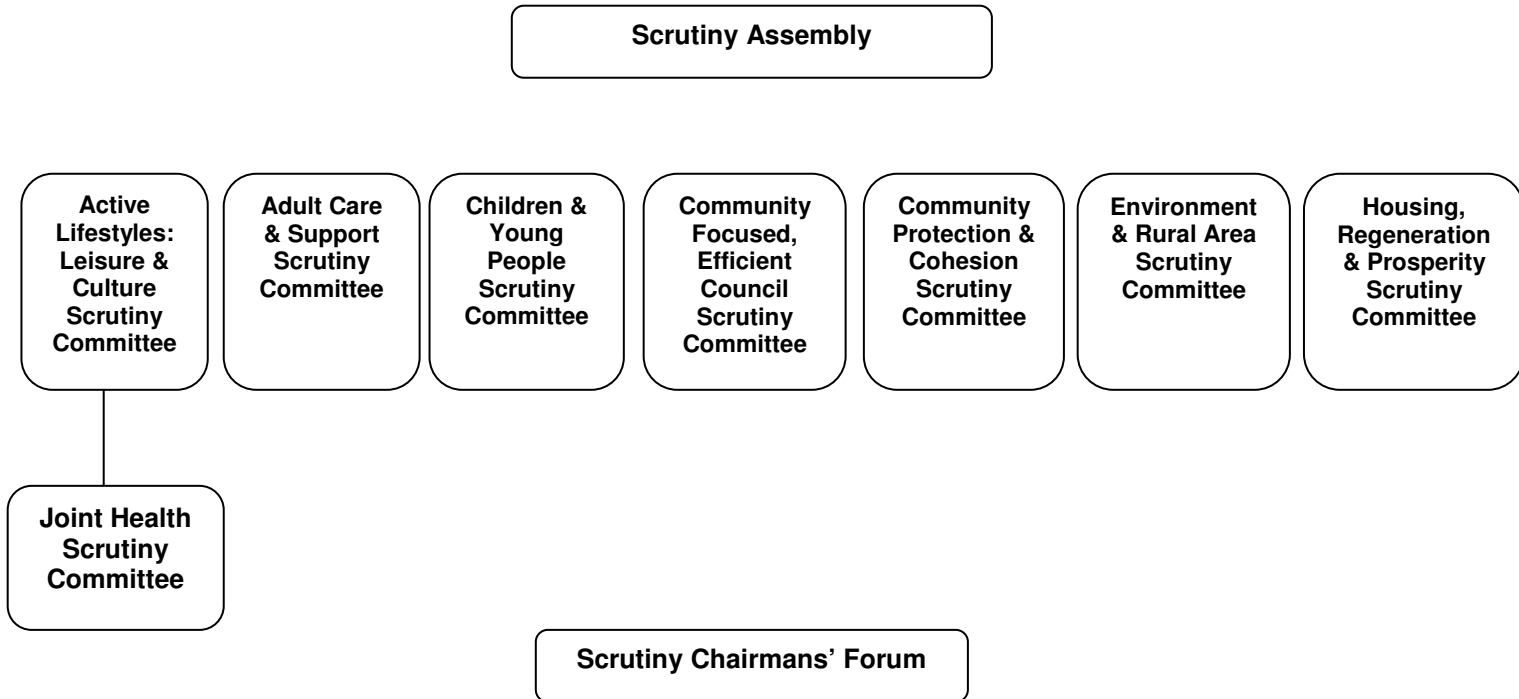
Scrutiny is a way for other members of the Council who are not Cabinet Members to monitor, review and, where necessary, challenge the decisions and policies of the Cabinet and the services the Council provides to make sure that people in Telford and Wrekin are getting the best services possible within the resources available to the Council. Scrutiny can look at any Council service, and can also look at services provided by organisations other than the Council, where they impact on local people.

The Centre for Public Scrutiny has identified four key principles that underpin effective scrutiny:

- Effective scrutiny should be a “critical friend” to Council executives, external authorities and agencies. It should challenge policy development and decision making in a robust, constructive and purposeful way, while developing partnerships with external agencies and authorities
- Effective scrutiny should reflect the voice and concerns of the public and its communities. It should ensure an ongoing dialogue with the public and diverse communities where the public voice is heard and responded to. It should have open and transparent processes with public access to information.
- Effective scrutiny should take the lead and own the scrutiny process on behalf of the public. It should be independent from the executive, legitimised by the Council and should have adequate public representation and political balance that is representative of the current political groups involved.
- Effective scrutiny should make an impact on the delivery of public services. It should promote community well-being and improve the quality of life, providing co-ordinated and strategic reviews of policy and service performance in line with strategic objectives.

3. Scrutiny at Telford & Wrekin Council

The diagram below shows the scrutiny structure that was in operation during 2010/11 and which undertook the scrutiny work described in the next section of this report.



The **Scrutiny Assembly** is made up of all elected Members of the Council except Cabinet Members, Cabinet Assistants and the Mayor. There are twelve members of the public co-opted onto the Scrutiny Committees who are also members of the Scrutiny Assembly. Four are statutory co-opted members with voting rights on educational issues – a primary parent governor, a secondary parent governor, a Church of England representative and a Roman Catholic representative. The remainder are non-statutory co-opted members representing a variety of experience and knowledge, three of whom were granted voting rights by Council on matters relating to scrutiny of the reconfiguration of acute hospital services in the county.

The Scrutiny Assembly is a forum for all scrutiny members to be involved in pieces of work that cut across all of the Council's priorities. 3 meetings are scheduled each year:

- A work programme workshop to discuss the potential issues for scrutiny
- Question Time with the Leader and Chief Executive to question and hold to account for any area of Council services and activity
- Priority Planning session with the Cabinet to discuss the draft Priority Plans – this is done by the Scrutiny Assembly rather than the individual Committees to enable scrutiny members to participate in discussions for more than one priority area.

Each **Scrutiny Committee** is responsible for scrutiny of their priority area. Where there are cross-cutting issues for scrutiny, two or more Committees may be involved in the scrutiny work. The Committees are politically balanced and are made up of 6 elected members of the Council, as well as some co-opted members of the public who supplement the knowledge and experience represented by the elected members of the Committees.

Each Committee had two formal meetings during the year; one to discuss and agree the work programme, and a second to scrutinise the budget proposals for their priority area. Additional formal meetings may be called to carry out elements of the work programme, or the Committees may decide to use a different method of scrutiny, such as agenda items at informal meetings, Special Interest Meetings (a one-off meeting with one agenda item), Spotlight Reviews (a compressed review with 3 meetings) or written briefings and reports. Each method of scrutiny can lead to recommendations being made, either to the Cabinet or to individual service areas, for service improvements. In 2010/11, the majority of the work was carried out by the Committees at informal meetings. Where issues cut across more than one Committee, all relevant Committee members were invited to the meetings.

The Chairman of each Scrutiny Committee sits on the **Scrutiny Chairmans' Forum**. The main role of this group is to oversee the Scrutiny Work Programme to ensure that it makes the best use of the available resources. The Chairmans' Forum may also recommend changes to the Council's scrutiny arrangements. Scrutiny Assembly Members will be informed of any changes that the Chairmans' Forum proposes. The Chairmans' Forum is not a formal Council Committee therefore does not meet in public, but the meetings are open to other Scrutiny Assembly members to attend to hear the discussions.

Comprehensive information on how scrutiny operates is available in the Scrutiny Handbook.

4. What happened in 2010/11?

Scrutiny Assembly

The Scrutiny Assembly met twice during the year.

- **Work Programme Selection Workshop, July 2010.** This meeting enabled scrutiny members to put forward and review suggestions that had been put forward for scrutiny by members of the public, partner organisations, Executive and Scrutiny Members and officers. A total of 71 suggestions were made. Members of each Committee discussed the suggestions made for their priority area and prioritised them for inclusion in the work programme.
- **“Question Time”, February 2011.** The Leader and Chief Executive attended to answer scrutiny members’ questions on any areas of Council services.

It was agreed that a Scrutiny Assembly meeting to feed into the Priority Plans would not be held as there were no significant revisions planned during the year.

Scrutiny Committees

The Scrutiny Chairmans’ Forum selected three topics from the Scrutiny Assembly for In-depth review. The Scrutiny Committees selected the topics for their work programme from the suggestions relevant to their priority area. Important or urgent issues that arose during the year were added to the work programmes at the agreement of the Committee members. The section below describes the work programmes and some of the key achievements of each Scrutiny Committee.

➤ **Active Lifestyles Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Active Lifestyles priority area and has statutory responsibility for scrutiny of health issues. A number of issues were scrutinised jointly with the Adult Care & Support Scrutiny Committee.

Work programme

The following topics were scrutinised as part of the work programme:

- Transforming Community Services
- Response to the NHS White Paper Consultation
- Developing Health and Healthcare
- Proposal for the Implementation of Gynaecological Improving Outcome Guidance
- Mental Health Care in Shropshire and Telford and Wrekin
- West Midlands’ Ambulance Trust Foundation Trust Application
- NHS Telford and Wrekin Pharmaceutical Needs Assessment
- Prostate Cancer
- Paediatric Cardiac Services
- Proposal for a new NHS Trust to provide Community Health Services for Telford and Wrekin and Shropshire

- NHS Consultation Framework
- The Joint Health Overview and Scrutiny Committee work programme consultation framework
- West Midlands' Ambulance Service "Make Ready" system
- Scrutiny of the Active Lifestyle Budget proposals
- Response to the Public Health Consultation

Recommendations

In December 2010, the Committee met to consider the Council's role in raising awareness of prostate cancer. Prostate cancer is the number one cause of death in men (out of 36,000 diagnoses, 10,000 will die), but less funding goes into its research than for breast cancer, there is no national screening programme and the symptoms are difficult to recognise. The Members recognised the importance of raising awareness with men, and their families, to encourage them to come forward for testing. The Shropshire Prostate Cancer Support Group works locally to provide information and raise awareness, with limited resources. The Committee therefore made a recommendation to Cabinet that leaflets on prostate cancer should be displayed in all public areas and toilets in Council buildings, and that any further work undertaken by the Council could be linked to prostate cancer awareness month in March 2011. The recommendation was endorsed by Cabinet in March 2011, by which time the work recommended had already been completed with posters displayed and a charity dress-down day held.

Other key achievements

In accordance with the Committee's statutory health scrutiny role, the Committee played a significant role in responding to health consultations.

- The Committee's response to NHS White Paper influenced the Executive response to ensure that scrutiny of the Health and Wellbeing Partnership Board is independent.
- The Executive response to the PCT's consultation on the new Community Trust was based on / informed by the comments from the Active Lifestyle and Adult Care and Support Scrutiny Committees.
- Submission of a scrutiny response to the Department of Health on the Public Health Consultation, in conjunction with the Adult Care & Support and Children & Young People Scrutiny Committees.

➤ **Adult Care & Support Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Adult Care & Support priority area. Due to the close links between adult social care and health, a number of issues were scrutinised jointly with the Active Lifestyles Scrutiny Committee which has statutory responsibility for scrutiny of health issues.

Work programme

The following topics were scrutinised as part of the work programme:

- Transforming Community Services

- Response to NHS Health White Paper Consultation
- Implications of an aging population and reassessment of care needs on service provision
- Department of Health Consultation on Transparency Outcomes: a framework for Adult Social Care
- Scrutiny of the Adult Care and Support Budget proposals
- Monitoring the implementation of recommendations from the Care Quality Commission (CQC) inspection report on:
 - Safeguarding Adults
 - Increased choice and control for older people
- Scrutiny of the Adult Care and Support Budget proposals

Recommendations

In November 2010, the Committee met to look at the implications of the aging population on care provision. The number of people in the borough aged 65+ is projected to rise from 22,000 in 2006 to 30,200 by 2016, with a higher proportion with long-term life-limiting illnesses and disabilities. Extracare housing is one element of the Council's strategy to manage the increasing needs of older people, providing for mixed levels of need so that more active tenants support those who are more frail. Case studies show that Extracare accommodation reduces the level of support needed by individuals, reduces isolation and improves physical and mental wellbeing. There are currently 170 Extracare homes, and the Council and PCT vision is to develop 500 additional homes by 2021. Members recognised that the development of further schemes would have capital and revenue budget implications, and would depend on what resources are available.

The identification of this issue by the Adult Care and Support Scrutiny Committee instigated work between Adult Social Care and Housing Services to identify options for further Extracare places and to assess if and how the vision could be delivered. In support of this, the Committee made a recommendation to Cabinet that this work is continued as a part of a range of provision options, and that the importance of providing appropriate support for older people from Black and Ethnic Minority Communities should be recognised. The recommendation was agreed by Cabinet in March 2011. An Extracare task and finish group has been set up with RSLs, and the new Extracare Strategy involves work to map the needs of the older population, including those from BME communities. Action plans for the development of housing with care and support will reflect these findings, ensuring that unmet needs of older people from BME communities are responded to.

Other key achievements

- Submission of a joint Executive/Scrutiny response to the "Transparency in Outcomes – A framework for Adult Social Care" Consultation to the Department of Health.

- The Executive response to the PCT's consultation on the new Community Trust was based on / informed by the comments from the Active Lifestyle and Adult Care and Support Scrutiny Committees.
- Submission of a scrutiny response to the Department of Health on the Public Health Consultation, in conjunction with the Active Lifestyles and Children & Young People Scrutiny Committees.

➤ **Children & Young People Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Children & Young People priority area. A key area of this Committee's work is to monitor the services the Council provides to children who are in the care of the Council, leaving care or at risk. The Council, and all Councillors, are the "corporate parent" for these children and young people, therefore the question members kept in mind when reviewing services was "Would this be good enough for my child?".

Work programme

The following topics were scrutinised as part of the work programme:

- Joint Adoption Service Annual Report and Ofsted report on the service
- Social workers and agency social workers
- The recruitment and retention of foster carers
- Children in care in out of borough placements
- Placement stability of children in care
- Education attainment of children in care
- Childcare – a survey of parents and carers
- Short breaks for children with disabilities
- Voluntary youth provision and sport and leisure opportunities for children and young people
- Bereavement support in schools
- Scrutiny of Children & Young People budget proposals
- Meeting with children in care about contact with friends and family
- Participation in the UK Youth Parliament elections
- Response to the Public Health Consultation

Recommendations

Following a suggestion at the Scrutiny Assembly, the Committee decided to look at how bereaved children and young people are supported in school. Members were concerned that there was an inconsistent approach and inequality of support provided by schools across the borough.

The Committee surveyed all the schools in the borough to find out how they support bereaved children and young people. The results showed that whereas there were some excellent examples of good practice in some schools, others were less well prepared with some schools expressing a need for support. The Committee therefore made a number of recommendations to Cabinet aimed at addressing these inequalities and ensuring there is a consistent minimum level of support provided by all schools to children and young people facing this kind of trauma. The recommendations were agreed by Cabinet in March 2011, and a specimen bereavement policy and procedures, along with further information and

contacts, is being developed by the Council to be made available to all schools.

Other key achievements

- The Committee instigated:
 - A review of the Council holding birth certificates for children in care
 - A review of the transition arrangements for social workers for children in care so that the young people get to know them
 - A review of how children in care can choose the venue for contact meetings
 - A review of how children in care are supported in review meetings
 - A review how “family” is defined for children in care so that they have contact with people who are important to them
 - The Head of Safeguarding looked at how other parts of the council could support foster carers as part of the service review
 - Letters sent to schools to promote the Council’s work in developing a bereavement support specimen policy and associated documents, developed as a result of scrutiny recommendations
 - Corporate Parenting training was rated as “essential” for the induction of new members, included in the “Welcome” induction and continued lobbying of the Member Development Steering Group for the training to be made mandatory
 - A recommendation to the Head of Family & Community Services to consider the extension of voluntary youth services as part of the service review.
 - Undertook a sample face-to-face survey with parents and carers about childcare issues. The results were presented to Cabinet members at a meeting to help inform further work.
 - With the Head of Safeguarding, developed a set of PIs for on-going monitoring of the use of agency social workers, foster carers and the retention of foster carers, placement stability of children in care, education attainment of children in care and out of borough placements.
 - Submission of a scrutiny response to the Department of Health on the Public Health Consultation, in conjunction with the Active Lifestyles and Adult Care & Support Scrutiny Committees.
- **Community Focused Efficient Council Scrutiny Committee**
This Scrutiny Committee is responsible for scrutiny of policy and services provided within the Community Focused Efficient Council priority area. A key element of the Committee’s work is scrutiny of the Council’s budget strategy, and value of money and performance issues.

Work programme

The following topics were scrutinised as part of the work programme:

- Service and Financial Planning Report (October 2011)
- Budget position and actions to reduce SEN costs
- Budget position and actions to reduce B&B costs
- The impact of the market on the value of capital receipts

- Children in Care costs
- Adult Social Care costs
- The budget consultation process and public engagement strategy
- Single Status, and the decision to delay implementation
- Service Review process
- Employee Suggestion Scheme
- The impact of the Comprehensive Spending Review on partner contributions to Council services
- Scrutiny of the Service and Financial Planning (Budget) proposals
- Financial Monitoring report (February 2011)

Recommendations

Given the scale of reduction in the grant settlement to the Authority in December 2010, and the level of savings required, close scrutiny of the budget was more imperative this year than ever before. The Committee held meetings to review the overall budget position and the proposed financial strategy, and to formulate the scrutiny response to the proposals for 2011/12-2013/14. The Committee also considered the views and comments of each of the other Scrutiny Committees.

Seven key areas of concern were set out in the scrutiny response, along with other areas of concern raised by each Scrutiny Committee, and these were presented to Cabinet on 22nd February 2011. The key concerns included:

- The impact of the market on realising the projected value of capital receipts, and the potential exposure this would open up for the Council
- The risk of not making up the budget deficit in 2012/13 once the one-off balances have been used
- The continued need to consult with, and inform, the public about proposed changes to services as early as possible.

The Cabinet was requested to provide a written response to address scrutiny's concerns, and this was presented at the Cabinet meeting.

Other key achievements

A key success of scrutiny in 2010/11 was scrutiny of the budget proposals.

- More Scrutiny Members took part in scrutiny of the budget than ever before, with each of the Committee scrutinising the proposals for their priority area and reporting their findings to the Community Focused Efficient Council Scrutiny Committee
- The Committee engaged in robust scrutiny of the proposals, and demonstrated its independence by reaching a consensus view on some potentially politically contentious issues
- The Committee required a written Cabinet response to address the concerns raised by scrutiny, strengthening the Committee's role in holding the Cabinet to account

- Following a suggestion made at a Committee meeting, budget consultation was carried out with individual users of the Twister bus service, and traders in Ironbridge.

➤ **Community Protection & Cohesion Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Community Protection & Cohesion priority area, and has statutory responsibility for scrutiny of the Crime and Disorder Reduction Partnership, which in Telford & Wrekin is the Safer Stronger Communities Partnership.

Work programme

The following topics were scrutinised as part of the work programme:

- Safer Stronger Communities Partnership performance reports
- ASB Hotline performance report
- The potential impact of funding reductions on support services for victims of domestic violence
- Scrutiny of the budget for Community Protection & Cohesion
- Taxi licensing
- Service review proposals for adult and children's services relating to community protection and cohesion
- Community Payback scheme
- Street Pastor pilot scheme
- Update on the Footpath Gating Strategy

Recommendations

The Committee did not make any recommendations to Cabinet during 2010/11. However, as part of the work programme, the Committee took part in the consultation of the Adult Care Services and Children & Young People's Service Review in relation to Community Protection & Cohesion.

The Committee commended the work that had been done on the service review and agreed with the principles of early intervention and integrated services which underpin the proposals. The Committee also made some recommendations about how the proposals should be developed, including undergoing consultation with service users, predominantly parents, that the proposed referral pathways and processes should be rigorously tested against real-life cases, and that the ICT infrastructure must be developed as a critical element of efficient service delivery. The Committee's comments and recommendations were submitted as part of the consultation process.

Other key achievements

- Fulfilling the statutory duty of scrutiny of the Safer Stronger Communities Partnership, the Committee reviewed the revised structure of the Partnership and received on a regular basis the Safer Stronger Communities Partnership performance reports.

➤ **Environment & Rural Area Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Environment & Rural Area priority area, and from April 2011 has statutory responsibility for scrutiny of Flood and Water Management.

Work programme

The following topics were scrutinised as part of the work programme:

- Consultation on the draft Local Transport Plan 3
- Flood and Water Management
- Traffic calming measures
- Update on recommendations from the Bus Services scrutiny review
- Scrutiny of the budget proposals for Environment & Rural Area, including the impact of funding reductions on rural transport

Recommendations

The Committee did not make any recommendations directly to Cabinet, but played a key role in the consultation on the Local Transport Plan 3 (LTP3) to influence the final draft which was presented to Cabinet.

The Committee held meetings to review the draft LTP3, to discuss and agree the scrutiny response to the Plan and to monitor how the Committee's comments (and other comments put forward during the consultation) had been taken into account in the final draft.

The Committee made 15 comments and recommendations on the content of the draft LTP3, and a further 9 comments on the format and presentation of information. The Committee recognised that delivery of the priorities would be constrained by funding reductions, but nonetheless felt it important that the LTP3 should clearly set out the strategic vision for transport to support the long-term development of the borough. The Committee supported plans to improve strategic road and rail routes to market, and the possible development of Cosford as a sub-regional business airport. Sections on access to the World Heritage Site, transport for rural areas, traffic calming measures and rights of way for non-motorised transport were all strengthened following suggestions by scrutiny.

Other key achievements

- Scrutiny of the new structures set up to enable the Council to fulfil its statutory duty as a Lead Local Flood Authority introduced by the Flood & Water Act 2010, and agreement with Executive members on the process for future scrutiny of the arrangements as a statutory scrutiny function.
- A scrutiny suggestion about the maintenance of the Lilleshall Monument led to proposals for an audit of all Council owned monuments and a regime of periodic inspections.
- A scrutiny suggestion about how the Council communicates with town and parish councils regarding roads, signage, rights of way and footpaths was referred to the Parish Charter Monitoring Group to review.

➤ **Housing Regeneration & Prosperity Scrutiny Committee**

This Scrutiny Committee is responsible for scrutiny of policy and services within the Housing, Regeneration & Prosperity priority area. A key element of the Committee's work is scrutiny of the Civic Office and Southwater developments.

Work Programme

The following topics were scrutinised as part of the work programme:

- Civic Office and Southwater development:
 - Evaluation criteria and procurement process for the new Civic Office contractor
 - Public realm concept drawings
 - The Council's capacity to deliver regeneration projects
 - Public access areas and the options for a council chamber
 - Ground stability inspection report
 - ICT risks
 - Financial risks and contingencies
 - Car parking
 - Progress against the project timetable and actions to mitigate risks
- Consultation on the New Homes Bonus Scheme
- Scrutiny of the budget for Housing, Regeneration and Prosperity
- Tourism in Telford & Wrekin
- Bringing vacant private property back into occupancy
- Update on the scrutiny recommendation about helping local businesses to access contracts with the Council

Recommendations

The Committee brought two reports to Cabinet during the year.

• **The Council's Capacity to Deliver Regeneration Projects**

In November 2010, the Committee held a Special Interest Meeting to look at the Council's capacity to deliver regeneration projects. Members were concerned about the risks of delivering an ambitious capital programme with reduced funding and resources. Members received assurances that funding for Phase 1 projects had been secured and budgeted, although there may be delays to Phase 2 projects due to reductions in funding allocations. Members also received assurances that the service review would take account of the skills required to manage and deliver the programme, and that there would be sufficient capacity. Delivery of the Dawley regeneration project on time and under budget gave the members some assurance of the Council's ability to manage and deliver projects.

However, the Committee sought further reassurance by bringing a number of recommendations to Cabinet aimed at improving the process and minimising risk on future schemes. The recommendations related to the involvement of elected members, timing of projects, equity of investment, planning of resources and management of risks. The

recommendations were presented to Cabinet on 22nd March and all but one of the recommendations were agreed.

- **Improvements to Telford Central Station and Associated Walkways**
The Committee met in October to review the Tourism strategy. Members felt that improvements to Telford Central Station, and the walkways, would significantly improve the visitor experience and would support the Town Centre development and wider expansion plans for the borough. Members felt that a One Council approach should be taken to join-up and maximise planning and resourcing opportunities. A recommendation was made to Cabinet in March 2011, and was fully agreed.

Other key achievements

- In October the Committee heard a Call-in request of a Cabinet decision about Telford Town Centre relating to the new Civic Office. The Call-in was upheld, and the Committee made recommendations back to Cabinet that scrutiny is involved in the key stages of the development and that all members are informed as early as possible about decisions relating to Civic Office. The recommendations were agreed by Cabinet. The process was an excellent example of scrutiny working in a non-political way. The issues raised by the Call-in continued to be monitored by the Committee at meetings attended by the Cabinet member, and members requesting the Call-in are invited to attend these meetings.
- A joint Executive / Scrutiny response to the government consultation on the New Homes Bonus Scheme was developed with the Committee making a significant contribution to the response.
- The assurance process for the procurement of the new Civic Office contractor was reviewed by the project team, legal, procurement and audit to ensure the robustness of the process against challenge following concerns raised by the committee.
- Consideration is being given to the Wrekin as part of the Tourism strategy following a recommendation from the committee.

Other Scrutiny Work

➤ **In-depth Reviews**

The Scrutiny Chairmans' Forum selected three topics from the Scrutiny Assembly work shop for In-depth review during 2010/11. The In-depth reviews were Chaired by the Chairman of the Scrutiny Committee relevant to the topic, and were open to all Scrutiny Assembly Members to take part so that the review groups were not politically balanced.

• **Budget Formulation**

The scoping meeting identified specific services for members to ask whether they offered the best possible value for money or whether there were more cost-effective solutions. Members looked at two services as part of the review:

- The Use of Consultants
Members wanted to find out why the Council spends money on external consultants, whether they bring added value, and whether work commissioned could be done in-house to save money and safeguard jobs. Members were pleased that a new corporate approval process for consultants over £500 had been introduced in September 2010 to control usage and costs. However, members made a number of recommendations to further enhance the process. These included extending the process to include extensions to existing contracts, to publish details of contracts on the Council's website in a way that would enable the public to understand why consultants are being used, that the implementation of wider procurement arrangements must include a system to measure their effectiveness and that any new procurement arrangements are reported back to scrutiny. The recommendations were presented to Cabinet on 22nd March 2011 and were all approved.
- Special Educational Needs (SEN) Provision
The issue identified by members was whether out of borough SEN placements represented value for money or whether there were more cost effective local solutions. Members were concerned that the Service and Financial Planning update report to Cabinet in August 2010 had shown a significant projected overspend on SEN placements. Most spend was on out of borough placements, and there continued to be an upward trend in the number of SEN assessments and statements.

Members undertook the review by scrutinising the Adult Care and Children & Young People's Service Review which included proposals about SEN provision, and reducing the number of children with statements through early intervention and integrated support. Members fully supported the proposed approach, but made a number of suggestions about the further development of the proposals. These related to the involvement of GPs and schools, the long-term impact of decisions about School Improvement services and the role of parents. Scrutiny would continue to monitor the development and impact of the proposals.

- **Working with Communities to Improve the Environment**
Members decided to focus this review on the "Green Deal" and the opportunities this presents for communities and businesses in Telford and Wrekin. Under proposals in the Energy Bill, the government is looking at establishing a framework to enable private firms to offer energy consumers efficiency improvements at no upfront cost, with the company recouping costs through a charge on energy bills. The benefits of the Green Deal would be reduced energy bills for consumers, the creation of job opportunities through local supply chains and a reduction in carbon emissions. The scheme would depend on private finance, but a task and finish group had been set up with the Marches Local

Enterprise Partnership to explore opportunities for raising private sector investment, reducing capital costs through joint Council procurement, creating a trustworthy brand to promote uptake, advise and recommend accredited assessors, and supporting the growth of local supply chains. Members supported the initiative, and made a number of recommendations to support the further development of the Council's role in the Green Deal which were agreed by Cabinet on 22nd March 2011.

- **Available, Affordable, Flexible Childcare**

On advice from officers and Cabinet members, the Scrutiny Chairmans' Forum decided not to go ahead with this In-depth review due to impending government legislation about Childcare regulations. The issue was incorporated into the work programme of the Children & Young People Scrutiny Committee. Members undertook a face-to-face survey of parents and carers attending a Sure Start session at Jungleland to identify issues with the availability, affordability and flexibility of childcare. The results of the survey were discussed with the Cabinet member at a Committee meeting.

- **Call-in**

There was one Call-in during 2010/11. A Call-in request was made in September following a Cabinet decision about Telford Town Centre relating to the new Civic Office. The Call-in request was heard by the Housing, Regeneration & Prosperity Scrutiny Committee as the relevant committee. The Call-in request was upheld, and the Committee made recommendations back to Cabinet that scrutiny is involved in the key stages of the development and that all members are informed as early as possible about decisions relating to the new Civic Office. The recommendations were agreed by Cabinet. The process was an excellent example of scrutiny working in a non-political way. The issues raised by the Call-in continued to be monitored by the Committee at meetings attended by the Cabinet member, and members requesting the Call-in are invited to attend these meetings.

- **Joint Health Scrutiny Committee**

Under government legislation, changes to NHS services which constitute a "substantial variation" to residents of more than one local authority area must be scrutinised by a Joint Health & Overview Scrutiny Committee (HOSC) made up of members from the affected authorities. If a Joint HOSC decides that a decision about the service is not in the best interest of local people, they are able to refer matter to the Secretary of State to decide. There is a Joint HOSC for Telford & Wrekin and Shropshire to fulfil this role. A key piece of work for the Joint HOSC in 2010/11 was scrutiny of the NHS proposals for the reconfiguration of acute hospital services in Telford and Shrewsbury "Keeping it in the County".

There had been a history of heated debate and controversy over a number of years about the reconfiguration, and previous proposals from the PCTs and The Shrewsbury and Telford Hospital NHS Trust had not resolved the

issue of delivering sustainable acute services across two sites in the different local authority areas.

Against this backdrop, the Joint HOSC undertook rigorous scrutiny of the proposals. Whilst maintaining its independence, the Joint HOSC worked constructively with NHS partners and Local Involvement Networks (LINKs) in both areas to address local concerns. The Joint HOSC was a key stakeholder in the process which involved many stages:

- Engagement of the Joint HOSC as part of the pre-consultation of the options developed at a clinical workshop
- Involvement of the Joint HOSC representatives and officers as observers at the Assurance Panel established by the PCTs to assess the proposal against the Lansley Tests and clinical / financial sustainability.
- At the beginning of the formal consultation process the Joint HOSC made an interim response which confirmed the Committees duty to consider the best outcomes across the whole county area and provide rigorous and independent scrutiny of the reconfiguration proposals
- Site visits for Joint HOSC Members to facilities and meeting with staff at both hospital sites
- Access to the full report from the Assurance Panel meeting prior to the Joint HOSC meeting and presented to the Joint HOSC by 2 clinical members (Director of Public Health and PEC Chair / GP Commissioner)
- The Joint HOSC was identified as a key stakeholder by patients and members of the public who raised their concerns with the Joint HOSC Chairmen – these issues were followed up by the Committee
- Research to support the work of the Joint HOSC which included reports from the Independent Reconfiguration Panel to identify issues and outcomes from reconfiguration of similar services in other areas
- A written report from the Acute Trust and PCTs which provided a summary and addressed in detail all the issues raised by the Joint HOSC
- Public engagement by the Ambulance Service during the Joint HOSC process
- Co-chairmanship of the Joint HOSC and the commitment from the Chairmen to plan and prepare for the Joint HOSC meetings

The Joint HOSC supported the option agreed by the PCT and SaTH Boards for the reconfiguration of the acute services, but made a number of key recommendations regarding the detailed development of the proposals which were fully accepted by the NHS. The role of the Joint Committee in monitoring the implementation phase has been recognised and the Acute Trust has undertaken to present both the Outline Business Case and the Full Business Case to the Joint HOSC prior to approval by the Trust Board.

Testimonials for the work of the Joint Health Overview & Scrutiny Committee

“The work of HOSC has provided challenge and support in equal measure. The committee has taken great care to investigate for themselves both in breadth and depth whilst not interfering in the processes of idea generation or consultation...it is the way that the committee has balanced their need to get involved in the detail with the need to provide an unbiased view that stands out. This has made the recommendation of HOSC to be insightful, reassuring and enabling. This piece work stands as a great testimony to the power of scrutiny.”

Dr. Mike Innes, NHS Telford and Wrekin PEC Chair, Member of the Local Assurance Panel and Telford and Wrekin GP Consortium Chair

“The Joint HOSC has devoted an exceptional commitment of time and energy to getting to grips with the details of the proposals. Their willingness to work alongside us, sharing and observing the testing of proposals while also carrying out their own independent scrutiny, has added huge value to the robustness of the whole process, in a way that has been unique in my NHS experience. As a joint HOSC across both local authorities, the Committee provided an extra reassurance, when public opinion was split geographically.

Through their public scrutiny they have been able to highlight concerns from the local community and have sought reassurances on behalf of the communities they represent on actions to mitigate identified risks. That in turn has helped the PCTs to shape their agreement with the Hospital Trust about the basis on which the next stage of work will be done.”

Dr. Leigh Griffin, Chief Executive NHS Telford and Wrekin and Acting Chief Executive Shropshire County Primary Care Trust

“There has been a long history of debate without resolution on the shape of hospital services in Shropshire and Telford & Wrekin. This has prevented the local NHS from investing time and resources in a long-term sustainable future for our hospitals, creating real risks that services will decline or leave the county.

During summer 2010 we began to shape a new debate on hospital configuration. The scrutiny committees quickly recognised that this new debate needed a fresh approach to scrutiny that would bring vision and challenge on behalf of local communities. This would be particularly vital given that previous consultations have foundered as such proposals inevitably fuel rivalry and division between the two major towns, which are in different local authority areas.

Committee members have taken a robust yet flexible approach to oversight and scrutiny. This has provided vigorous challenge to me and my senior clinicians and managers, clearly embedded in the issues and concerns being raised by local members of the public. It has been refreshing to see such as plural approach to scrutiny.”

Adam Cairns, Chief Executive, The Shrewsbury and Telford Hospital NHS Trust

➤ **Recommendations database**

The Scrutiny Chairmans' Forum undertook a comprehensive review of the database of previous scrutiny recommendations which had, over years, become very large and time consuming to update. For each recommendation, the Chairmen decided one of three options:

1. To archive recommendations which had already been implemented, or which were no longer relevant
2. To request one further update from officers to help the Chairmen decide whether to archive or continue to monitor implementation of the recommendation
3. To continue to monitor progress on implementation.

Around 60% of the recommendations were archived, so that database is now up to date and relevant.

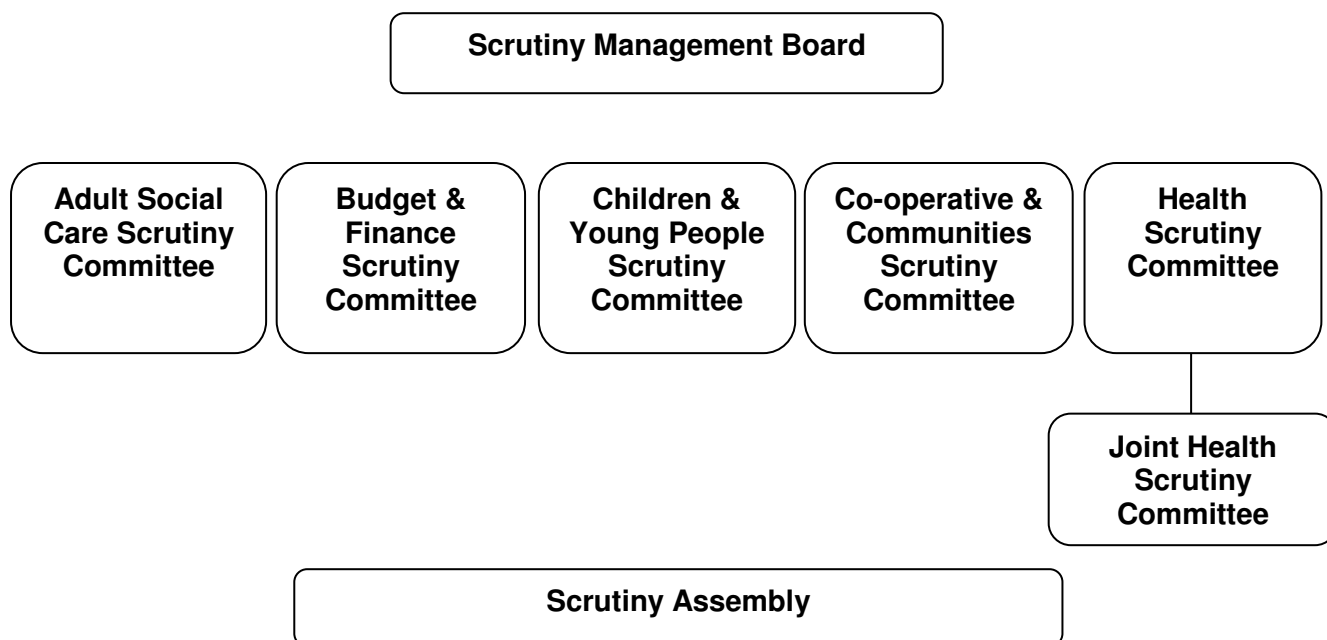
➤ **New Ways of Working**

As with all parts of the Council, Scrutiny has been part of a service review looking at new ways of working to make processes more effective and efficient within the allocated resources. Some of the changes that have been made include:

- A streamlined process to take reports and recommendations to Cabinet to reduce the requirement for lengthy reports
- Streamlining of scrutiny procedures e.g. scoping topics, holding informal meetings, holding joint Committee meetings, flexible format for officers presenting information at scrutiny meetings

5. Looking forward to 2011/12

Following the elections in May 2011, changes were made to the scrutiny structures as shown below.



The Scrutiny Management Board and Scrutiny Committees met during July and August to select and prioritise topics for the work programme.

The Scrutiny Management Board will have overall responsibility for co-ordinating the work programme and overseeing its delivery, as well as having its own programme of reviews of strategic matters and other items not included within the remit of the other Scrutiny Committees.

Some of the items identified as a priority include:

Adult Social Care Scrutiny Committee

- Rehabilitation and reablement services
- Phase 2 service review for Adult Services
- The impact of the withdrawal of Continuing Health Care Funding
- Adult Safeguarding Annual Inspection Report

Budget & Finance Scrutiny Committee

- Scrutiny of the 100-Day budget proposals
- Service & Financial Planning Strategy 2012/13 and the budget consultation process
- Savings proposals for service areas identified by the Committee
- Procurement

Children & Young People Scrutiny Committee

- Corporate Parenting performance issues including meetings with children and young people in care
- Child Poverty
- Short Break for disabled children
- Phase 2 of the service review for children's services
- Youth services

Co-operative & Communities Scrutiny Committee

- Developing a single point of contact for businesses to Council Services
- Concessions policy in leisure and culture
- Management of Community Centres
- Social deprivation

Health Scrutiny Committee

- PCT clusters and commissioning arrangements
- Emerging health structures including the Clinical Commissioning Group and the Health and Wellbeing Board
- Community Trust
- Modernisation of mental health services
- West Midlands Ambulance Service Make Ready system

Joint Shropshire and Telford & Wrekin Health Overview & Scrutiny Committee

- Continued monitoring the development of the Full Business Case for the reconfiguration of hospital services in Shropshire and Telford and Wrekin
- Community Trust

Contacts

To find out more about scrutiny, take a look at our web pages:

www.telford.gov.uk/scrutiny

You can find meeting dates and agendas for Scrutiny Committee meetings on the Council website or you can call the **Scrutiny Team** on **01952 383118** or **Democratic Services** on **01952 383211**.

If you would like to contact a member of the Scrutiny team, our contact details and areas of responsibility are below:

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Jonathan Eatough Head of Governance

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General Enquires

Scrutiny Team

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Your suggestions

If to have any ideas about areas of Council services that we could look at please let us know. You can do this by contacting a member of the Scrutiny Team, or by filling in the on-line Scrutiny Suggestion Form on the website. Any suggestions received will be considered by members for possible inclusion in the Scrutiny work programme.

TELFORD & WREKIN COUNCIL

**AUDIT COMMITTEE 20th SEPTEMBER 2011
COUNCIL 24th NOVEMBER 2011**

AUDIT COMMITTEE ANNUAL REPORT 2010/11

REPORT OF THE HEAD OF GOVERNANCE

1 PURPOSE

1.1 To present to the Council an Annual Report on the 2010/11 operations of the Audit Committee.

2 RECOMMENDATIONS

2.1 That Members of the Council note the contents of the annual report 2010/11.

3 SUMMARY

3.1 The Audit Committee is part of the Council's governance and assurance arrangements. The key benefits of the Audit Committee are:

- ✓ raising awareness on the need for governance and internal control including the implementation of both internal and external audit recommendations.
- ✓ increasing public confidence in the objectivity and fairness of financial and other reporting.
- ✓ reinforcing the importance and independence of internal and external audit.
- ✓ providing additional assurance through a process of independent and objective review by a cross party group of elected members including challenging Cabinet Members and Senior Officers.

3.2 As the key assurance Committee of the Council it is accepted best practice that an Annual Report is presented to the Council on the operations of the Committee during the municipal year. This is the third report to Council on the operations of the Audit Committee and is structured based on the terms of reference (attached as Appendix A and operational during the year). Appendix B (attached) provides a summary of the business conducted by the Committee during the period under each section of the terms of reference.

3.3 There were 6 meetings of the Audit Committee in 2010/11 compared to 7 in 2009/10. The reduction was due to not requiring an additional meeting in February 2010 to discuss the Treasury Management strategy as the Committee through training and experience had become more familiar with their roles and responsibilities.

4 PREVIOUS MINUTES

4.1 Audit Committee 23rd September 2009 and 21st September 2010
Council 30th September 2009 and 7th October 2010

5 INFORMATION – AUDIT COMMITTEE 2010/11

5.1 Internal Audit

- 5.1.1 The Internal Audit team has continued to provide the Committee with reports as outlined in the CIPFA Code of practice and Constitution, highlighting any areas requiring attention by members.
- 5.1.2 The Internal Audit Plan and Strategy for 2011/12 was presented and approved by the Committee at the March 2011 meeting.
- 5.1.3 During the year, as a result of questions from the public, two “exceptional” reports were presented to the Audit Committee – one on Member Expenses 2007 and the other on Dawley Town Hall Lease Agreements 2002 -10. Both areas were subsequently the subject of independent review by the External Auditor. The External Auditor upheld the Internal Audit findings and actions agreed with management.

5.2 External Audit

- 5.2.1 The External Auditors – KPMG were required to provide additional reports to the Committee this year – the Certification of Grant Claims and Returns 2008/9 and 2009/10. The former was presented to the June 2010 meeting and the latter the March 2011 meeting.
- 5.2.2 As already outlined in paragraph 5.1.3 above they were also required to report their responses to elector questions which they make an additional charge to the Council.

5.3 Risk Management

- 5.3.1 The Committee, in addition, to an update and annual report, sought further assurance in respect to Business Continuity /Emergency Planning risks. The Committee also sought assurance in respect to the risks and finances around Looked After Children (Director of Children’s Social Services and Head of Safeguarding) and the risks/progress of the Single Status Project (Lead Director attended)

5.4 Governance

- 5.4.1 The Annual Governance Statement 2009/10 was approved after consideration of the supporting information.
- 5.4.2 Members of the Committee reviewed their effectiveness at their February and March 2011 meetings and agreed not to appoint a co-optee at this stage due to the forthcoming elections and potential changes to the members of the committee.
- 5.4.3 The second Annual Report was produced and considered at the October 2010 Council meeting.

5.5 Treasury Management

- 5.5.1 The Committee continued to build on the training and experience of the new responsibilities taken on during 2009/10.

5.6 Statement of Accounts 2009/10

5.6.1 The Statement of Accounts was approved by the Committee following external audit at the September 2010 meeting. As previously the approval meeting was preceded by a session with key Finance staff who explained the statements and the changes that had occurred during 2009/10.

5.7 Anti-Fraud & Corruption

5.7.1 The annual report on the Anti-Fraud & Corruption Policy was received in July 2010.

5.7.2 Monitoring by the Committee of the Speak Up policy activity 2010 was reported at the March 2011 meeting.

5.7.3 The updated Anti-Fraud & Corruption Policy was presented to the March 2011 committee and approved and recommended onto Council for adoption.

5.8 Complaints

5.7.1 The Committee reviewed the 2009 Annual Complaints report (January – December 2009) in July 2010.

5.9 General

5.9.1 The Committee reviewed its Terms of Reference at its first meeting of the municipal year as set out in the Constitution. No changes were required at this time and none have not been made during the year.

5.10 Conclusions for 2010/11 and the future 2011/12

5.10.1 The Committee has had some challenging meetings during the year, for example the public interest and attendance at meetings in respect to the Dawley Town Hall lease review.

5.10.2 The Committee has continued to seek assurance for Members and the Community on the audit, governance, risk management, financial statements, Treasury Management, complaints and anti-fraud and corruption arrangements of the Council.

5.10.3 The change in administration following the election in May 2011 has meant an increase to the membership of the Audit Committee from six to seven members. The new Chairman is Cllr David Davies and the vice Chairman is Cllr Keith Austin

5.10.4 General training has been provided to all members and additional more specific training is planned during 2011. At the February 2012 meeting the Committee will review their knowledge and skills and assess if they feel the need to appoint any suitably skilled/experienced co-optee to enhance the committee's effectiveness.

5.10.5 There may also be a need to review the terms of reference during 2011/12 to reflect the move to a Co-operative Council and any immediate changes in respect to the external audit arrangements.

5.10.6 The Committee recognises that the Council is experiencing some significant challenges and that it must continue to seek and provide appropriate assurance during 2011/12. Most notable are the changes in the legislation/regulatory regime, organisational changes, significant reductions in resources and the International Financial Reporting Standards. The Committee will continue to seek assurances from strategic risk owners and Heads of Service in respect to governance and the control environment.

6 OTHER CONSIDERATIONS

AREA	COMMENTS
Equal Opportunities	Internal reports to the Committee consider any appropriate equalities/diversity issues. If raised during the meeting they would be referred to the appropriate officer and if required cabinet member.
Environmental Impact	Internal reports to the Committee consider any appropriate sustainability issues. If raised during the meeting they would be referred to the appropriate officer and if required cabinet member.
Legal Implications	The work undertaken by the Audit committee during the year 2010/11 ensured that the Council complied with the statutory requirements set out in the Audit and Account Regulations 2003 (as amended). Those Regulations have now been revoked. The Audit and Accounts (England) Regulations 2011 ('the Regulations') are now in force and set out certain requirements that the Council must adhere to in relation to matters such as risk and financial management. If at any point there is a review of either the Audit Committee work plan and/or terms of reference, consideration must be given to the Council's statutory obligations as set out in the Regulations which are now in force. Although Audit Committees are not a legal requirement they are good practice as defined by CIPFA and the Audit Commission.
Links with Corporate Priorities	The Audit Committee contributes to good governance and the assurance framework. The work of the Committee links to all Council priorities.
Risks and Opportunities	The Audit Committee has an assurance role in the management of the Council's risks and opportunities. The Chairman of the Committee is responsible for the management of the risks and opportunities associated with the committee but supported by appropriate officers.
Financial Implications	There are no financial implications arising from this report. The Audit Committee and support arrangements are fully funded within existing budgets.
Ward Implications	The operations of the Audit Committee encompass all Council activities and all Council locations. Therefore all Council Wards are affected by its operations.

7 BACKGROUND PAPERS

Audit Committee Papers 2010/11 (including minutes)

Constitution

Constitution Committee, Full Council – appropriate agenda's, papers and minutes

Report by Jenny Marriott, Audit & Assurance Risk Manager 383101

TERMS OF REFERENCE OF AUDIT COMMITTEE 2010/11**Internal Audit**

1. The approval (but not direction) of, and monitoring of progress against, the internal audit strategy and plan.
2. Review summary internal audit reports and the main issues arising and seek assurance that action has been taken where necessary.
3. To be able to call senior officers and appropriate members to account for relevant issues within the remit of the Committee – governance, internal audit, risk management, statement of accounts and external audit.
4. The Committee will not receive detailed information on investigations relating to individuals. The general governance principles and control issues may be discussed, in confidential session if applicable, at an appropriate time, to protect the identity of individuals and so as not to prejudice any action being taken by the Council.

External Audit

5. Review and agree the External Auditors annual plan, including the annual audit fee and receive regular update reports on progress.
6. To consider the reports of external auditor.
7. Meet privately with the external auditor once a year, if required.
8. Ensure that there are effective relationships between external and internal audit that the value of the combined internal and external audit process is maximised.

Risk Management

Recognising that Risk Management is a Cabinet function, the Committee should:-

9. Seek assurances that the authority's risk management arrangements are effective and operating within Council policy and review the Annual Risk Management report to Council.
10. Seek assurances that action is being taken on risk related issues identified by auditors and inspectors.

Governance

11. Be responsible for the review and approval of the authority's Annual Governance Statement ensuring that it properly reflects the risk environment and any actions required to improve it. Following approval, it should recommend its inclusion in the Accounts.
12. Consider the effectiveness of the control environment including reviewing the Council's Code of Corporate Governance and other corporate governance arrangements to ensure compliance with best practice.

Treasury Management

13. To review and monitor the Council's Treasury Management arrangements including Treasury policies, procedures and the management of the associated risks and make recommendations to the Cabinet as appropriate.

Statement of Accounts

14. Review and approve the Statement of Accounts, external auditor's opinion and reports on them to members and monitor management action in response to the issues raised by external audit.

Fraud & Corruption

15. To approve the Anti-Fraud and Corruption Policy for adoption by the Council, and to review it at least once every 2 years.
16. To approve the Speak Up Policy ('*whistle blowing*') for adoption by the Council, and to monitor its operation. This policy will be reviewed at least once every two years.

Complaints

Recognising that Complaints/Compliments are a Cabinet function, the Committee should:-

17. Review the Annual Complaints Report and seek assurances that the Council is improving in response to complaints raised.

General

18. The meetings will follow the principles of scrutiny, i.e. no party whip will be applied and a constructive, evidence based approach will be used.
19. To ensure that adequate training is received by the members of the committee on the areas covered by the terms of reference 1 – 16 above.
20. To ensure that any sensitive or confidential information obtained as a result of membership of the Committee is treated as confidential.
21. Annually review their effectiveness and their terms of reference.

AUDIT COMMITTEE ACTIVITY 2010/11

Area	Activity
Internal Audit	Annual Report 2009/10 Quarter 4 2009/10 Update report Quarter 1 2010/11 Update report Quarter 2 2010/11 Update report Quarter 3 2010/11 Update report Internal Audit Plan and Strategy 2011/12 CIPFA Internal Audit Benchmarking results and analysis 2010 Member Expenses May 2007 – Results of the Internal Audit & External Audit (KPMG) Investigations Internal Audit Review of Dawley Town Hall Lease Agreements 2002 - 2010
External Audit	Annual Audit Fee Letter 2010/11 Certification of Grant Claims and Returns 2008/09 Interim Report on 2009/10 final accounts work Annual Governance Report (ISA 260) 2009/10 Annual External Audit Letter 2009/10 Financial Statements Audit Plan – 2010/11 Certification of Grant Claims and Returns 2009/10 KPMG Report on Dawley Town Hall Leases
Risk Management	Review of the Key Strategic Risk Register September 2010 Risk Management Annual Report 2009/10 Risk Management Strategy 2010 Update of the Business Continuity Actions previously reported - HOS Looked after Children – DCSS and HOS Single Status update – Corporate Director
Governance	Annual Governance Statement (AGS) 2009/10 November 2010 – half year review of progress of the AGS 2009/10 action plan Review of the Effectiveness of the System of Internal Audit Review of the Effectiveness of the Audit Committee Audit Committee Annual Report 2009/10
Treasury Management	Outturn Report 2009/10 Half Year Update Report 2010/11 2011/12 Treasury Management Strategy and Treasury Update Report
Statement of Accounts	Review of Draft Statement of Accounts 2009/10 Approval of the audited Statement of Accounts 2009/10

APPENDIX B (continued)

Area	Activity
Fraud & Corruption	2009/10 Annual Report on Anti-Fraud & Corruption Policy Update on the Speak Up Policy Activity 2010 Update of the Corporate Anti-Fraud & Corruption Policy
Complaints	Annual report January – December 2009
General	Terms of Reference reviewed June 2010 Changes to the Accounts and Audit Regulations

ADULT SOCIAL CARE SCRUTINY COMMITTEE

Minutes of the Adult Social Care Scrutiny Committee held on Tuesday, 27th September 2011 at 6.00 p.m. in the Civic Offices, Telford, Shropshire

PRESENT:

Councillors C. Turley (Chairman), F. Bould, J. Greenaway, J. Loveridge, C. Mason, J. Seymour.

Also Present: Cllr. Liz Clare, Cabinet Member Adult & Social Care; Karen Kalinowski, Head of Care & Support; Christine Harrison, Service Delivery Manager - Commissioning; Stephanie Jones, Scrutiny Group Specialist.

ASCSC-1 MINUTES

The minutes of the meeting held jointly with the Health Scrutiny Committee on 25th August 2011 were agreed as an accurate reflection of the meeting.

ASCSC-2 APOLOGIES FOR ABSENCE

Maurice Viney, Co-optee

ACSSC-3 DECLARATIONS OF INTEREST

None

ASCSC-4 TRANSFORMING REHABILITATION AND RE-ABLEMENT SERVICES IN TELFORD & WREKIN

The Commissioning Service Delivery Manager presented the proposals for transforming rehabilitation and re-ablement services in Telford & Wrekin.

The following key points were highlighted:

- That the proposed model was set in the context of national DoH strategies and findings, and on the local evidence-base built up by the 2008 Care Service Improvement Partnership mapping and a series of service reviews and audits during 2009/10.
- Findings had shown that although there were pockets of good practice, services were patchy and not joined up, and there were some inequalities of provision within the borough. What people wanted was a single point of contact, a quick and responsive service and for health professionals to talk to each other so they only had to tell their story once. There was a sense of missed opportunity to develop co-ordinated and effective pathways for rehabilitation.
- The principles behind the proposed model were that services should be joined up and co-located, with constructive relationships, common aims and goals and, importantly, with aligned management and budgets with resources focused on rapid, intensive re-ablement for the people of Telford and Wrekin.

- The overall aims of the model were to help people maintain, or retain, their independence and quality of life, to prevent unnecessary hospital admissions, to reduce long-term admissions, to facilitate and co-ordinate speedy discharge from hospital and to reduce the number of hospital re-admissions or inappropriate referral to community services. This was best achieved by health and social care professionals working together.
- There were 2 strands to the strategy;
 - Rapid assessment and intervention (first stage)
The service would include managing the process from referral, to assessment and diagnosis to agreeing and putting interventions in place. This would be community based support with diagnostics built around enhanced care teams to provide wrap-around support with the aim of preventing the need for hospital admission.
 - Intensive Rehabilitation/Re-ablement (second stage)
This would be an intensive, time limited rehabilitation and re-ablement service to maximise independence and prevent admissions and dependency on long-term care. There was a wide range of providers offering specialist services such as community physiotherapy, speech and language therapy, interim and intermediate care beds, the falls programme, community equipment and stroke rehabilitation. These services would need to be connected across the service areas. Equality issues would need to be looked at to ensure equality of access across age ranges and location. The strategy needed to be flexible and responsive and to recognise that people are individuals with different needs.
- The next steps for the development of the transformation model would be detailed work on combining services, the development of rehabilitation and re-ablement care pathways (linked to stroke work), detailed cost modelling and work-force mapping. This was linked to the service review and restructure in Adult Care & Support.
- The model was being developed at a time of unprecedented change in the NHS. Resources would be a key challenge with the need to consider resources across acute, community and adult care services in order to realise savings across the health economy and to improve outcomes. The Council had made £500k available from money transferred from T&W PCT under a Section 256 agreement, and the PCT had agreed an additional £488k, to develop rehabilitation services. It was emphasised that the strategy had to be a **joint** strategy as it depended on the shared resources of health and adult social care budgets.
- A report had gone to Cabinet on 22nd September seeking endorsement of the model, support for its further development with partners, and support for the use of the Section 256 money for rehabilitation services. Cabinet had approved the recommendations. The proposed model had also been approved by the Health & Well-being Board, the Shrewsbury and Telford Hospital Trust Board and the PCT Board.

- Case studies were presented which illustrated the positive impact of the model. A hospital patient receiving support from the Intermediate Care team had been discharged home with a care plan and had undergone rehabilitation. The person had shown a marked improvement, increased independence and a low level care need. A similar patient who had not accessed the Intermediate Care team had been discharged from hospital without a care plan and with no support which had led to deterioration, re-admission to hospital and the need for a longer term care plan with physiotherapy. The message is that if the right support is available at the right time, there is a better outcome for less resource. Resources needed to be considered across health and social care budgets.
- Currently, only 20% of patients pass through the Intermediate Care team and have the opportunity for rehabilitation/re-ablement services. This needs to be increased to maximise opportunities.

Following the presentation, members asked a number of questions and made some observations:

Cllr. Seymour felt that the strategy was potentially very exciting, and that it was important for all people to receive immediate support and not have to wait for a financial assessment.

Members were informed that the first 30 days of re-ablement were free of charge and no financial assessment was done until then.

A member gave a case study of a 95 year old patient who had been discharged from hospital but had not been contacted by their GP or any other health or social workers, and there had been no support offered to the patient or their carers. The member asked how many other patients were in a similar situation.

Officers responded that this is why the strategy is so important to prevent this from happening. Currently, only approximately 20% of people access the Integrated Care Service and the restructure and targeting of resources was about changing this. The model would bring the health and social care systems together so that social care would be involved with health to support people. A home from hospital service had been set up which includes link workers who makes contact with people who require help and support. It was also important that people have access to good quality information.

A member raised the question of how the strategy would support carers.

Members were told that work was being done with partners and GPs to develop and promote a carersperspective. Carers were very important, and the needs of both the patient and carers needed to be considered. Partners and GPs would raise awareness and encourage people to have a care assessment and the emphasis was on “mainstreaming” support. Training for carers such as moving and handling was available. A Carers’ Contact Centre had been set up, and there was a Carers’ Forum, with an appointed Board, for carers to raise issues and input into the process. There had been a focus on respite care.

Members asked whether the evidence gathered locally, especially the 2008 Care Service Improvement Partnership mapping, was kept up to date to keep on top of numbers and demand.

Members were assured that data was constantly updated. The mapping exercise had been robust, and service audits and reviews identified changing numbers and demand which was monitored through a quality performance framework.

Members were very concerned about vulnerable people living alone who may not be able to cope, but who did not visit their GP or ask for help, and what could be done to stop people from falling through the net.

Members were reminded that safeguarding is everybody's responsibility and that communities and neighbours had to be educated to step in to help people or report people they are worried about. However, individuals have choices and can make their own decisions even though they may not always make the right decision. Some people are cautious about involving social services because they are worried about interference and losing their independence.

Members asked whether there is a clear route into the system.

The access team has one telephone number which has facilitated a clear route. GPs have welcomed the strategy, and a lot of work has been done with GPs to raise their awareness of local authority services and how to recognise early signs and indicators of when people may need help so that they can be referred for assessment. Awareness will increase as the GPs disseminate this information to other GPs. The NHS reforms would bring health and social care much closer together and it was important that the GPs and clinicians who would be commissioning services understand local authority services.

Members wanted to know how community services would be joined up with voluntary sector services and how they could be opened up to help more people.

The voluntary sector plays a key role and the message is about co-operation, collaboration and working across boundaries. Discussions are taking place to develop an "information hub" (such as Age Concern UK's Education Through Information Hub) approach to bring together the plethora of information so that each organisation knows what is available and can sign-post people to other organisations. Volunteers will be encouraged to look out for signs that people are not coping so they can refer them to the appropriate organisation. Prevention will be the key aspect.

Members were assured that the service was linked into Senior Citizen's Forum/LINK survey on the discharge of patients.

Members wanted to know how patients sent to hospitals outside the borough would be picked up and were informed that work would be done with social workers in other authorities to pick them up. Members stressed that it would be a priority to speak to patients in other hospitals especially ones admitted as emergencies.

Members were reminded that the strategy would require a lot of work with partners to implement and that this would take time.

RESOLVED

That an update on the Strategy would be brought to the Committee in March/April 2012 to monitor progress.

ASCSC-5 UPDATE ON THE SOUTHERN CROSS CARE HOMES IN TELFORD AND WREKIN

The Head of Care & Support gave an update on the position with the two Southern Cross care homes in Telford & Wrekin. Southern Cross' financial situation had been widely reported in the media. The company announced in July that it would cease trading and the care homes would be transferred to alternative providers. The situation was complex because Southern Cross was operating homes on a lease basis from as many as 80 different landlords. The Council had been working very closely with Southern Cross Management, the PCT and the Association of Directors of Adult Social Services (ADASS) to monitor the situation in the borough and in neighbouring authority areas where closure of a home could have an impact on spaces in Telford and Wrekin.

There were Southern Cross homes in Telford and Wrekin, both registered with the Care Quality Commission:

1. St. George's Park Care Centre has a 71 bed capacity including for dementia which was important locally. It was reasonably priced and popular. There had been concerns about the quality of care, but the Council had been working with the care home management, the Care Quality Commission (CQC) and health to develop an improvement plan which had led to significant improvement in recent months and the Council continued to monitor the situation closely. There had been low occupancy rates over the previous few months due to an embargo while quality issues were being resolved.

The landlord was NHP, a large national landlord with 248 homes nationally, and the Council had been advised that the care provider Court Cavendish would take over the lease and the running of the home from 31st October. A new company HC1 was being created as a branded delivery model of Court Cavendish. The financial stability of NHP was being monitored.

2. The Christian Cottage Nursing Home has a 40 bed capacity. There was a private landlord, and the Council had been advised that Coverage Care would take over the running of the home from 30th September. Coverage Care is a local not-for-profit provider with a good reputation and good outcomes.

The transfers were progressing and there were on-going meetings with Southern Cross, the care home staff, patients and unions with a view to TUPE transfer of staff. Both new providers had Care Quality Commission registration. There had been meetings with patients and their families to provide information and reassurance.

Following the report, members asked a number of questions:

Were the quality issues at St. George's to do with the building or with standards of care?

Quality of care was the primary concern and there were a number of key issues relating to personal care and dignity. The building was not a concern other than decoration. The improvement plan would continue to be monitored, and each home will have a compliance statement from the CQC.

Have you had any contact yet with Court Cavendish?

We have not met them locally, but have met the regional Southern Cross Manager, their regional Quality Manager and have met the Court Cavendish Director at a regional ADASS meeting. The company is being re-engineered to take over from Southern Cross, but the registered managers and front line care staff will remain the same. We will be asking Southern Cross to link us into HC1 and request a meeting to ensure continuity and to continue to drive the improvement plan. Quality is monitored with unannounced spot checks, and we will continue to monitor quality with the new company locally, regionally through ADASS and nationally.

Are there any other care homes at similar risk in the borough?

No, there are only two Southern Cross homes in the borough, and we are not looking to expand residential care at present.

Is the Council responsible for the inspection of care homes?

Responsibility for the registration and inspection of care homes lies with the Care Quality Commission, and the funding that used to go to local authorities for inspections has been passed to the CQC. However, the council feels it has a duty of care for people it places in a care home, and we inspect homes where there is a contractual arrangement. We do not inspect homes where there is no contractual arrangement, unless there is a safeguarding alert. We work with the CQC on safeguarding issues, complaints and case management so there is a circle of intelligence, and we tend to work on a risk basis.

For residents in care homes who are not funded by the authority and who have to rely on CQC inspections, what voice do they have, and who would they complain to about standards of care?

Residents can complain to the Local Involvement Network (LINK), and the transition to Healthwatch will extend the existing reach and remit of the LINK to be the voice of residents.

Do you receive many complaints from residents in care homes with which the authority has no contractual relationship?

It varies. If there is a safeguarding alert, we would investigate even if we had no people placed at the home, but unless we have a contractual arrangement we have no right of entry.

The Cabinet Member assured the Committee that a Telford and Wrekin resident who had been living in a Castlebeck home in Solihull which had closed had been dealt with swiftly and satisfactorily, and that the resident concerned had been relocated back to the borough. The Cabinet member commended the hard work of the social workers on this successful outcome.

ASCC-6 FORWARD PLAN

There was a discussion about the Forward Plan and members agreed the timing for items to come to the Committee.

Cllr. Seymour updated the Committee on a useful seminar she had attended in Shrewsbury which was about how NICE could support the work of scrutiny committees. The Health and Social Care Bill would extend the remit of NICE guidance and quality standards to include social care. The Scrutiny Officer would circulate a copy of the presentation.

Cllr. Seymour also brought the members attention to a collection of essays by experts in public health about the shift of responsibility for health outcomes to local authorities which would provide some useful food for thought for the Committee. The Scrutiny Officer would circulate a copy.

RESOLVED

- **That Phase 2 of the Adult Care & Support service review and restructure would be looked at in October. It was noted that the Committee may wish to submit a response to the proposals as part of the consultation.**
- **To meet in November to consider a response to the government’s “Caring for Our Future” consultation. The Scrutiny Officer would circulate further information.**
- **To review the Adult Safeguarding Annual Inspection Report in December 2011**
- **To review the impact of the withdrawal of CHC funding during January/February 2012**
- **To receive an update on the Rehabilitation and Re-ablement Strategy in March/April 2012**

The meeting ended at 7.40 p.m.

Chairman:

Date:

ADULT SOCIAL CARE SCRUTINY COMMITTEE

Minutes of the Adult Social Care Scrutiny Committee held on Tuesday, 25th October 2011 at 2.30 p.m. in the Civic Offices, Telford, Shropshire

PRESENT:

Councillors C. Turley (Chairman), C. Mason, J. Seymour; Co-optee Maurice Viney.

Also Present: Cllrs. Liz Clare, Cabinet Member Adult & Social Care, V. Fletcher, D. White; Paul Taylor, Social Care Specialist; Stephanie Jones, Scrutiny Group Specialist.

ASCSC-7 MINUTES

The minutes of the meeting held on 27th September 2011 were agreed as an accurate reflection of the meeting.

Regarding the item on the Southern Cross homes, members received further assurance that the position continued to be monitored closely. Coverage Care had taken over as the care provider at the Christian Cottage Nursing Home at the end of September, and the transfer to the new provider at St. George's was on schedule for the end of October. There had been further quality improvements at St. George's and a meeting to consider new admissions will be held shortly.

ASCSC-8 APOLOGIES FOR ABSENCE

Cllrs. F. Bould, J. Greenaway, J. Loveridge.

ACSSC-9 DECLARATIONS OF INTEREST

None

ASCSC-10 PHASE 2 CARE & SUPPORT STRUCTURE PROPOSAL

The Social Care Specialist presented the key elements of the Phase 2 Care & Support Structure Proposal. The following points were highlighted:

- A new model of delivery for care services would have been put in place even without the grant cuts because fundamental changes were required to deliver the personalisation and "Putting People First" agenda.
- Extensive consultation had been carried out over the previous three years on how the service could be delivered and sustained to meet the personalisation agenda, increasing demand and with potentially less funding.
- The Phase 1 structure agreed in May 2011 had put in place the overarching structure in Care & Support with the emphasis on **personalisation, prevention, self-directed support, re-ablement and access**.
- Appointments had been made to the management posts agreed in Phase 1.
- The Phase 2 proposals concerned the 500-600 staff deployed across the new teams. The proposals had been launched on 13th September for a 90 day consultation period with staff, partnership boards, users and carer groups.

- Interim engagement sessions would be held with staff on 27th October and 17th November to give feedback on responses to date and to answer questions. Consultation would close on 12th December.
- All views put forward, including from scrutiny, would be considered and the final structure would be agreed by 6th January 2012. Recruitment to posts would take place from January to April.
- The background to the proposals was the £22m government grant cut to the Council over 3 years, the requirement to make 20% staff and 20% non-staff savings, a staff saving of £15.3m overall and **£2.045m** staff saving for Care & Support. This was coupled with an increase in the number of older people and increased cost of care which made current funding unsustainable.
- The phase 1 Senior management & commissioning review had delivered £265k savings and 31% reduction in staff and the Phase 2 proposals would deliver £1.516m savings and 12% reduction in staff making a total proposed saving of £1.781m which was short of the £2.045m target.
- Overall, there would be a reduction of 54.27fte posts from the Phase 2 proposals. Some of the reduction will be offset by unfilled vacancies and voluntary redundancy applications. It was hoped that by March 2012 all the lost posts would be consumed by vacancies but this could not be guaranteed.
- A key objective was to provide consistency across the service by rationalising job descriptions by moving from single specialist roles, such as the specialist Aspergers post, to embedding skills and knowledge across teams.
- There would be an increase in the number of posts in some areas and a reduction in others. The service would be refocused on rehabilitation and re-ablement and this area would be strengthened by additional investment from Section 256 money from the NHS. There should be a reduced requirement for on-going assessment and care management so this area would be reduced.
- There would be generic job descriptions for sets of workers in similar job roles, such as professionally qualified staff, social care officers, support workers and assistant support co-ordinators.
- The proposals around access were based on a single point of contact service.
- The hospital based team would be retained, but would cover admissions to all hospitals and not just PRH. This was especially important with the hospital reconfiguration and relocation of some acute services to RSH.
- Rehabilitation and re-ablement were the crux of the proposals and the service would be enhanced with staff, and use of equipment, and assisted technology.
- The Young People & Transition & Enablement team would bridge the gap between children and adult services for 14-25 years olds.
- The location of the Employment & Community Education team would be considered further during the consultation – the options were to remain in Care & Support or move to Employment & Skills.
- There would be 2 Assessment and Case Management teams for Adults and Older people to deal with longer term and complex needs. There was a proposed overall reduction of staff due to the projected reduced demand.
- The Self Directed Support Team would take on work previously done by social workers which could be done by non-qualified staff, freeing social workers up to deal only with cases requiring a qualified social worker.

- Personalisation Support & Service Provision would include a mix of services to help people find the care they needed through self-directed support, brokerage, and direct payments.
- The Service Provision would include the substance misuse team. This is not a community care service but a treatment service run by the Council jointly with the NHS. There are 3 funding streams: the National Treatment Agency, the PCT and the Council. Learning disability provider services would be part of this service area too.
- Adult Safeguarding had been partially addressed in Phase 1 and no change was proposed to the size of the service, though it should be noted that the service had now been realigned with the rest of adult social care services.
- Adult Mental Health Services had been excluded from the Phase 1 to enable discussions to take place with the Shropshire and South Staffordshire Mental Health Foundation Trust and ensure consistency of views with the Trust's service review. There was shared agreement on the need for integrated services and joint arrangements, but communication had become more difficult since the NHS provider received Foundation Trust status, and governance arrangements needed to be improved which are part of the proposals.

Members asked a number of questions and made a number of comments;

- *What does "assisted technology" mean and how will it make savings?*

This means two things:

- More efficient use of technology such as providing staff with laptops and electronic forms so information can be typed straight into the system during a home visit rather than taking notes then typing them up into notes and onto forms afterwards.

Members suggested that notebooks would be a cost-effective and portable option, and that people must be comfortable with the member of staff typing during a visit.

- It also means the use of technology in people's own homes to reduce the need for paid care. This includes technology such as automated pill dispensers, automated "reminder" systems, a variety of sensors, pendant alarms, etc some linked to a monitoring centre with access to rapid response services
- *What is the rationale for the Aspergers specialist post being cut, and how will the new structure fulfil the new responsibilities placed on local authorities by the national Autism strategy?*

The Council has new responsibilities as a result of the Autism Bill and we are doing work with the NHS to put services in place to meet the statutory requirements and we welcome views of this part of the proposal. The proposals are not about getting rid of staff, but about developing these skills across all front line staff to give people access to those skills in line with the Autism Bill.

- *With regard to access, how will the new structure make it easier for people to know who to contact for help especially if they are in hospital?*

The Home from Hospital team will remain based at PRH but will also be responsible for contacting patients from Telford & Wrekin who are sent to hospitals outside the borough. People will be able to access services through the hospital based team or through community care staff.

There will also be one single point of contact to services, the Access Team which will have links into First Point. We also recognise the need to look at how we work with the community and voluntary sector so that people can be helped to help themselves without needing to contact social services and we are looking at having volunteers at First Point. The Council will also be responsible for commissioning HealthWatch which will provide advice, information and advocacy to the public.

Members greatly welcomed and supported the plans for the single point of contact, but agreed that the number needed to be widely promoted to all members, partners and the public. Members felt that doctors' surgeries had a big role to play in making people aware of the number.

Members suggested that there should be a trigger built into the system so that patients discharged from hospitals outside the area back home are flagged up to social services, whether the patient had been admitted for elective surgery or as an emergency.

- *Will HealthWatch be staffed by volunteers and how would they be trained if they are a separate organisation from the Council?*

HealthWatch will have paid staff, although its exact remit is still unclear. Adult Social Care currently funds a number of advocacy agencies and is discussing with them how to rationalise these services with one front door, to provide the best service with the monies available.

- Members supported the Young People & Transition & Enablement role linking into children's services to support the transition of young people from children to adult services from 14-25.
- *How will consultation on the proposals be done with staff, partners and users?*
There has been extensive consultation with partners, user and carers groups over the last three years on the service delivery model. A four page version of the proposals has been produced and a short bullet-point document is being developed which is easier for service users to understand. A series of consultation events is planned for families, carers, users, voluntary sector organisations, advocates etc. Engagement sessions are being held with staff on 27th October and 17th November to give feedback to staff on responses put forward to date and to answer their questions. This feedback can be given to scrutiny. There is also consultation with the unions.
- *Will the single point of contact operate out of hours?*
The emergency out of hours team is very small and only deals with emergencies, but does operate 24/7. We do need to look at extended services over 7 days a

week and out of hours to meet the needs of our population but this has resource implications.

- *How will service changes be communicated to the public?*
We are currently consulting with current users so that they are prepared for any changes and we want to reassure them that they are unlikely to see a change of service. New people would then enter the system under the changed services, i.e. a re-ablement programme before determining any personal budgets.
- *How the quality of service and provision be monitored?*
There are 2 issues: to monitor the quality of care provision, and to ensure people have real choice. We need to widen the range of services offered and look at smaller providers. A post for a Micro-manager is included in the structure who would be responsible for identifying and developing the market with small providers.

We do have quality monitoring officers who are responsible for monitoring the quality of the care received following assessment, which is mainly provided by independent care providers. The Care Quality Commission of course regulate and inspect care providers. LINK and in the future HealthWatch will have a role here too.

- Members suggested that the service needed to be linked to housing support. Further information about Extracare provision would be circulated following the meeting.

At the end of the discussion it was agreed that a further meeting would be held for the Committee to finalise its response to the proposals. Feedback from the staff engagement sessions would be provided to members.

ASCSC-11 FORWARD PLAN

It was agreed that the next meeting would be held at 2.00pm on 23rd November to agree the response to the Phase 2 proposals and the Caring for our Future Consultation.

The meeting ended at 4.00 p.m.

Chairman:

Date:

AUDIT COMMITTEE

Minutes of a meeting of the Audit Committee held on Tuesday, 20th September 2011 at 6.00 pm in the Scrutiny Meeting Room, Civic Offices, Telford

PRESENT: Councillors D G Davies (Chair), R.K.Austin, I.T.W.Fletcher, R.J.Sloan, W.L.Tomlinson and C.R.Turley.

Officers: K Clarke (Head of Finance), J.Eatough (Head of Governance), P.Harris (Corporate Finance Manager), J.Marriott (Audit & Assurance Manager), A Meredith (Customer Services Manager), B Morris (Finance Manager), P Smith and J Clarke (Democratic Services Officers).

Also Present: A.Cardoza and A.Bunting – KPMG External Auditors.

AUC-13 MINUTES

RESOLVED – that the minutes of the meeting of the Audit Committee held on 27th June 2011 be confirmed and signed by the Chairman.

AUC-14 APOLOGIES FOR ABSENCE

M McDonagh (KPMG)

AUC-15 DECLARATIONS OF INTEREST

None

AUC-16 2010/11 STATEMENT OF ACCOUNTS – HEAD OF FINANCE ISA 260 GOVERNANCE STATEMENT AND OPINION ON THE 2010/11 ACCOUNTS – EXTERNAL AUDITORS KPMG

The Corporate Finance Manager presented a report of the Head of Finance on the outcome of the Audit of the Council's accounts for 2010/11. A copy of the Statement of Accounts was appended to the report.

The 2010/11 Statement of Accounts had been the first financial statements under the International Financial Reporting Standards (IFRS) and the transition to IFRS had been very challenging. It included changes to the financial statements and it had been necessary to re-state the 2009/10 balance sheet to provide comparative information.

In accordance with the Accounts and Audit (England) Regulations 2011, the Chief Financial Officer certified the draft statement of accounts prior to the 30th June and then made them available for public inspection and provided to the external auditors, KPMG, to undertake an audit of the accounts.

A number of technical adjustments to the accounts had been made after discussion with KPMG during the course of the final accounts audit. None of the changes had

impacted on the outturn position or on the General Fund Balance position previously reported.

Andy Cardoza reported that KPMG, had substantially completed their work and were in the final phase of the Audit. An unqualified audit opinion was anticipated. The KPMG report before Members provided an overview of the external audit work to date. A total of 11 audit adjustments had been identified, but these had not had any impact upon the General Fund balance for 2010/11 or the previous year. Work was continuing with officers to resolve two technical issues, as identified on page 4 of the report. Mr Cardoza also stated that he would like to see more resources directed at the Accounts production process next year. The key issues and recommendations identified by the external audit were shown at Appendix 1, and Mr Cardoza stated that KPMG were happy with the management response.

The accounts would be published by the 30th September and would then be published on the Council's website.

During the ensuing discussion, it was suggested that it would have been beneficial to members if they had received the papers a little sooner in order that they could have looked at them more thoroughly. In the light of the comments of the external Auditor, it was suggested that the Head of Finance review the resources available within the accounting teams for the production of the Statement of Accounts. The Committee were satisfied that they had received a comprehensive set of accounts, taking into account the provisional view of the external Auditor.

RESOLVED -

- (a) that the 2010/11 Statement of Accounts be approved**
- (b) that delegated authority be granted to the Head of Finance, in consultation with the Chairman of the Audit Committee, to make any final changes required to the Statement of Accounts prior to publication.**

**AUC-17 CUSTOMER FEEDBACK PERFORMANCE REPORT
(COMPLIMENTS/COMPLAINTS/FOI'S) 1ST APRIL 2010 TO 31ST
MARCH 2011**

The Customer & Registration Services Manager presented a report which outlined customer feedback for the period 1st April 2010 to 31st March 2011. During the period the Council had received 575 compliments, 709 Freedom of Information Requests, 92 Data Protection requests, 22 Environmental Information Regulations requests and 800 Corporate Complaints. There had also been 126 statutory adult and child care complaints – whilst this is a significant increase on the previous year, the total number of complaints that elements of the complaint upheld had fallen from 551 in 2009 to 495 in 2010/11.

Whilst it was acknowledged that there had been a relatively small number of complaints registered compared with the number of services the Council provided on a daily basis, those complaints that had had elements of the concerns upheld often

led to service improvements being identified. The report detailed service areas where improvements had been made, including Safeguarding Services, Leisure, Environmental Services and Refuse and Recycling. .

A discussion took place regarding Freedom of Information (Fol) requests. The requests had a big impact on officer time and resources and had been increasing quite rapidly. Members suggested that it would be useful to find out the cost to the Council of responding to Fol requests. The Audit & Assurance Manager advised that from the 3rd October Audit and Assurance would be taking over FOI requests and they would be collecting information to start quantifying the cost involved with these requests. It was expected that the end of December quarter figures would be available for the meeting due to take place in March. In response to a question, the Customer Services Manager advised that Fol requests could not be treated as vexatious unless they were exactly the same as a previous request.

RESOLVED – that the report be noted.

AUC-18 2010/11 ANNUAL REPORT – CORPORATE ANTI-FRAUD & CORRUPTION ACTIVITY

The Audit & Assurance r Manager presented a report on the corporate anti-fraud and corruption activity during 2010/11. This was the third annual report which enabled the Audit Committee to monitor the policies in operation (as required in its Terms of Reference).

Indications from the Police had been that fraudulent activity had and would continue to increase during the recession. It was important that the Council continued to maintain vigilance in respect of Council services and the Community.

Information regarding counter fraud and investigation activities within Benefits, Internal Audit and Trading Standards, including Licensing could be found in the report and it was noted the Council's procedures and controls had been designed to minimise the opportunity for fraud and highlight where fraudulent activity may have taken place.

Internal Audit had an important role in the investigation of suspected internal fraud, and assisting managers in ensuring they had appropriate systems and controls in place to prevent fraud. A summary of the fraud risk areas and audit action taken during 2010/11 was appended to the report.

The Council had a statutory responsibility to provide data to the Audit Commission for the prevention and detection of fraud as part of the National Fraud Initiative (NFI). This was an electronic data matching exercise, with completion set for the end of December 2011.

During the ensuing discussion, the view was expressed that training and awareness was very important not just for staff but also for Members. The Audit & Assurance Manager advised that further training for Members had been scheduled for March 2012. It was asked how much of the benefits overpayments mentioned in the report

amounting to £422,565.50 had actually been recouped. The Audit & Assurance Manager said she would find out and provide the information to members of the Committee.

RESOLVED – that the 2010/11 Annual Report on Corporate Anti-Fraud and Corruption activity be noted.

AUC-19 INFORMATION GOVERNANCE ANNUAL REPORT 2010/11

The Audit & Assurance Manager presented the Information Governance Annual Report for the period 2010/11.

This was the first annual Information Governance Report and was a key component of good governance and assurance. It consisted of several aspects including:

- Data Protection & Privacy
- Freedom of Information
- Information Security
- Information Sharing & Confidentiality
- Information & Records Management
- Information Quality & Assurance

Information Governance investigated all instances of alleged data breaches which varied from the loss of a blackberry, to confidential/sensitive information being communicated to an unauthorised and/or incorrect recipient. Of the 18 reported instances between 1 October 2010 and 31 March 2011 9 data breaches had occurred. For each of these breaches Information Governance agreed actions with the relevant management team. None of the confirmed data breaches had been deemed serious enough to be referred to the Information Commissioner's Office.

The report also set out the resources and management arrangements for the Information Governance function.

Members asked a number of questions regarding the security of the Council's data, and access to Council systems. The Audit & Assurance Manager reported that access to certain items of data was restricted and that officers who had been found to be inappropriately using the Council's data would be severely dealt with. In relation to data sticks, only encrypted data sticks should be used for Council data but most officers carried laptops which had been also encrypted. The security of systems was looked at as part of the auditing process, and a Security Group met monthly to consider any issues.

RESOLVED – that the Information Governance Annual Report 2010/11 be noted.

AUC-20 AUDIT COMMITTEE ANNUAL REPORT 2010/11

The Audit & Assurance Manager presented the report of the Head of Governance which would be presented to Full Council in November.

This was the third report to Council on the operations of the Audit Committee. There had been 6 meetings of the Audit Committee during 2010/11. The Committee had reviewed its Terms of Reference at the first meeting of the municipal year, as set out in the Constitution, but no changes had been required at that time and no further changes had been made during the year.

The Committee had some challenging meetings during the year ie Dawley Town Hall lease review, and had continued to seek assurance for Members and the Community on audit, governance, risk management , financial statements, Treasury Management, complaints and anti-fraud and corruption arrangements.

A change to the administration following the elections during May 2011 had meant an increase to the membership of the Audit Committee from six to seven members. General training had been provided to all members and additional more specific training would be ongoing during 2011. At the February 2012 meeting the Committee would be reviewing their knowledge and skills in order to assess further training requirements and the necessity of appointing a suitably skilled/experienced co-optee to enhance the committee's effectiveness. A review of the Terms of Reference during 2011/2012 to reflect the move to a Co-operative Council might be needed.

RESOLVED – that the Annual Report 2010/11 be noted.

AUC-21 INTERNAL AUDIT QUARTER 1 2011/12 UPDATE REPORT

The Audit & Assurance Manager presented the Internal Audit Quarter 1 2011/12 update report for April to June 2011. It focussed on the completion of the audits set out in the Internal Audit Plan.

Due to limited resources, a review of working practice had been undertaken with regard to follow ups. All amber and red reports had been followed up with a visit from audit to ensure that the recommendations had been implemented as agreed by management. Yellow reports had been followed up with a template to the Manager which was completed and returned to Audit Services together with the required evidence. Managers were no longer chased for a response, but the grading of the report would not be changed until the follow up evidence had been provided.

Three reports remained amber. Although responses to two of the reports had been delayed by the organisational restructure, it was hoped improvements would be reported in the next update report. The other report concerned Adams Grammar, which from September 2011 had become an Academy outside the local authority.

In response to a question from Cllr Tomlinson it was confirmed that a report would be provided to a future meeting of this committee that would relate to a procurement undertaken by the Council in 2008

In response to a question, the Audit & Assurance Manager advised that the audit of Children's Placement Costs 2010/11 would be reported at the next meeting of the Committee.

RESOLVED – that the report be noted.

Cllr C Turley left the meeting at 7.13pm

AUC-22 EXCLUSION OF PUBLIC AND PRESS

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

AUC-23 TREASURY MANAGEMENT UPDATE

The Head of Finance presented a report regarding a Treasury Management investment where the counterparty's credit rating was now below the requirement for new investments.

Given the unprecedented turbulent economic conditions that had been experienced in recent months and the uncertainties that lay ahead, Members were given an update on the situation with regard to the investment, and received advice via a telephone link from the Council's treasury advisors

Members gave careful consideration to the information received and, following a full discussion and confirmation of the monitoring arrangements for investments, it was

RESOLVED -

- (a) That in the Committee's view, the Council should continue to hold the investment;**
- (b) That the position should be subject to close monitoring and an update/monitoring report be brought to the next meeting on 1st November 2011**

The meeting ended at 7.34 p.m.

Chairman:

Date:

AUDIT COMMITTEE

Minutes of a meeting of the Audit Committee held on Tuesday, 1st November 2011 at 6.00 pm in the Reception Suite, Civic Offices, Telford

PRESENT: Councillors D G Davies (Chair), R K Austin, I T W Fletcher, R J Sloan, and C R Turley.

Officers: K Clarke (Head of Finance), P Harris (Finance Manager), J Marriott (Audit & Assurance Manager), B Morris (Finance Team Leader), and J Clarke (Democratic Services Officer).

AUC-24 MINUTES

Further to Minute AUC16(b) the Chair requested that only very minor changes had been made to the Statement of Accounts for 2010/11, and that they had received an unqualified opinion from the external auditor.

RESOLVED – that the minutes of the meeting of the Audit Committee held on 20th September 2011 be confirmed and signed by the Chairman.

AUC-25 APOLOGIES FOR ABSENCE

Cllr W L Tomlinson

AUC-26 DECLARATIONS OF INTEREST

None

AUC-27 TREASURY MANAGEMENT UPDATE REPORT

The Finance Manager presented a joint report of the Chief Finance Officer and the Head of Finance which gave an update on Treasury Management activity for the first half of the year.

The treasury portfolio at the end of September had shown overall indebtedness at £59m. Base rates had been at 0.5% all year and the next move upwards was not now expected to be until late 2012 at the earliest.

The Council's capital programme was being supported by using maturing investments to reduce the level of additional borrowing required. Temporary borrowing was used to fund short-term cash flow requirements. The weighted average return on internal investments at 30 September was 3.27% compared to a benchmark return for the period of 0.42%. A schedule of investments held at 30 September was shown at Appendix 1 to the report. Overall, treasury management was generating a net surplus for the 2011/12 budget of £0.445m.

Prudential indicators set at the beginning of the year, shown in Appendix 2 to the report, confirmed that no limits had been breached.

The Council's investments were internally managed with a mix of both temporary investments, for cash flow purposes, and longer term investments.

In relation to one of the longer term investments, the Dexia Bank Group had undergone a structure change, due to the recent financial pressure caused by its exposure to Greek debt. The Belgian Government had taken over 100% state ownership of the part of the bank which currently held the Council's investment. Following advice from the Council's Treasury advisors, the Council had made enquiries about terms for a premature repayment of this existing investment and a response was currently awaited. In response to comments from Members it was agreed that although a quick decision on the investment may be required, the Head of Finance would keep all Members informed as soon as possible of any decisions made.

RESOLVED – that the report be noted.

AUC-28 RESULTS OF THE ASSURANCE REVIEW ON THE 2010/11 ANNUAL GOVERNANCE STATEMENT and HALF YEARLY PROGRESS ON THE 2010/11 AGS ACTION PLAN

The Audit and Assurance Manager presented a report of the Interim Chief Executive which detailed the results of the Assurance Review on the 2010/11 Annual Governance Statement and the half yearly progress on the 2010/11 AGS Action plan.

A review of the AGS certification process was undertaken during July 2011 and a sample of certificates were verified to support the 2010/11 Annual Governance Statement. All service delivery managers completed a certificate and 14 (19%) were examined as part of the review and areas of good practice were identified.

The review identified three key issues:

Greater awareness of key corporate policies and procedures were required.

-Organisational Development were currently looking at this area;

Customer Satisfaction

- This was to be looked at in 2012/13 once the corporate restructure had been completed;

Non-Staffing Savings seemed to be affecting training budgets at a time when new personnel and skills gaps were requiring more training.

- Managers supported by Organisational Development to look at innovative ways of providing training ie e-learning; webinars; shadowing etc.

The results of the review were that overall the governance process was reasonable and service areas were addressing the issues identified which would result in improved governance across the Council.

The 2010/11 Annual Governance Statement (AGS) Action Plan included 5 actions to improve further the key governance arrangements of the Council and details of these were appended to the report at Annex 1. The Senior Management Team and relevant Heads of Service were confident that the actions were progressing and the deadlines outlined would be achieved.

RESOLVED – that the report be noted.

AUC-29 INTERNAL QUARTER 2 2011/12 UPDATE REPORT

The Audit and Assurance Manager presented the Quarter 2 Internal Audit update report for 2011/12.

Internal Audit had focussed on the completion of the audits set out in the Internal Audit Plan during this period as well as work on the new financial management system. The ICT procurement review was near finalisation and would be reported as part of the update to the January 2012 Audit Committee. During the quarter the Internal Audit Team also became responsible for co-ordinating complaints referred to the Ombudsman. There had been minimal impact to date however, due to its unpredictable nature, this work would be kept under review.

Eleven final reports were issued in quarter two and these were shown in Appendix A to the report. Several of these had a variance to their allocated time by more than +/- 5%. The Place, which had +162%, had not been audited for a number of years and had been significantly wider than the original time, but the time spent had added value and all of the recommendations had now been implemented.

Appendix B to the report listed the areas of work which had taken 1 day or longer to complete. The fundamental audit areas, ICT procurement review and performance indicators (including carbon reduction) were the main areas of work of more than 10 days.

Appendix C highlights the progress on previous reports issued. Paragraph 5.8 of the report highlighted the current position in respect to red/amber reports which showed that there were currently two reports that remained amber. Car Parking and Enforcement had been delayed due to the current re-structure and a full review of the revised arrangements would take place in Spring 2012 and then reported back to Members. Children's Placement Costs had recently been escalated following the first phase of the re-structure and it was hoped that it could be re-graded to Yellow. Evidence was still needed to confirm the new arrangements were in place and an update would be brought to the next meeting.

Appendix D to the report contained summary information on amber reports in respect of the Abacus System and ICT Backup and Recovery. Recommendations had been made and actions/deadlines agreed with Management.

During the ensuing discussion, it was agreed that the following items needed further clarification and assurance and that the Heads of Service for these areas would be invited to attend the January meeting:

- ICT Backup and Recovery
- Children's Placement Costs 2010/11

RESOLVED – that the report be noted

AUC-30 RESULTS OF THE CIPFA BENCHMARKING EXERCISE FOR INTERNAL AUDIT 2011

The Audit and Assurance Manager presented a report which set out the results of the benchmarking exercise for 2011 compared with the 2008-2010 figures previously reported.

The results demonstrated that Telford and Wrekin generally compared well with other unitary authorities although the 2010/11 results were affected by the restructure. The 2011/12 estimated comparisons reflected the revised structure of Internal Audit and subsequent reduced costs. Appendix A to the report gave a detailed breakdown of the cost analysis.

Benchmarking was considered to be a useful exercise. Although all organisations were unique and had their own individuality, all needed to provide the appropriate assurances to the Council whilst demonstrating value for money

RESOLVED – that the report be noted.

The meeting ended at 6.52 p.m.

Chairman:

Date:

BUDGET & FINANCE SCRUTINY COMMITTEE

Minutes of the meeting of the Budget & Finance Scrutiny Committee held on Wednesday, 12th October 2011 at 6.00 p.m. in the Scrutiny Meeting Room, Civic Offices, Telford

PRESENT: Councillors R. Sloan (Chairman), R. Evans, C. Mollett, S. Reynolds, C. Turley; Scrutiny Co-optee R Williams.

Also Present: Councillors W. McClements, A. McClements; Ken Clarke, Head of Finance; Felicity Mercer, Policy and Value for Money Manager; Stephanie Jones, Scrutiny Group Specialist; Tracy Clarke, Scrutiny Officer.

BFSC-8 MINUTES

RESOLVED – that the minutes of the meeting of the Budget & Finance Scrutiny Committee held on the 27th July 2011 be confirmed and signed by the Chairman.

BFSC-9 APOLOGIES FOR ABSENCE

Councillor K. Austin

BFSC-10 DECLARATIONS OF INTEREST

None

BFSC-11 SERVICE & FINANCIAL PLANNING 2012/13-2014/15

The Head of Finance gave a presentation on Service & Financial Planning 2012/13-2014/15 to advise members on the current financial position and the updated budget gap projections. The following points were made:

- Financial pressures on the Council:
 - The in-year grant cuts of £3m to revenue and £1m to capital budgets in June 2010. Savings have to be found on an on-going basis.
 - The Comprehensive Spending Review in October 2010 had placed the greatest burden of public spending cuts on local authorities.
 - The grant settlement in December 2010 cut the revenue grant by a projected 27% and the capital grant by 45% to 2014/15. This was a revenue cut of £27m over 4 years, equating to a real terms cut of £40m when allowing for inflation. Additionally, the cuts had been front-loaded so half (£13.6m) would come in the first year. The settlement was for two years only. Projections beyond 2012/13 were provisional and there could be further changes – complicated by the local resource Review currently being consulted upon
 - Grant “damping” had continued so that £4.3m had been withheld from Telford & Wrekin in 2011/12 and allocated to other authorities. (This had been reflected in the grant cut figures.)
 - There are a number of pressure areas including on the looked after children’s budget as the number coming into care continued to increase in line with

national trends (an 8% increase from 280 to 301 over the previous 2 months) and on the adult social care budget as the PCT continued to cut back on Continuing Health Care funding and costs fell to the Council.

- The £20m budget gap for 2011/12 had been met by on-going staff and non-staff savings (£4.3m and £5.1m respectively), the £1.4m Council Tax freeze grant (equivalent to a 2.5% tax increase and payable until the end of 2014/15) and the use of £9.2m one-off balances. One-off balances had been used to allow time for cuts to be planned and consulted upon but meant that this amount would need to be found on an ongoing basis next year. Work continued on the organisational restructure, but the required length of the consultation and recruitment periods and notice periods meant that there was typically a 9 month lead in period after the launch of initial proposals before savings were realised.
- There had been changes since the 2011/12 budget had been approved in March:
 - The 100 Day budget review proposals if implemented would make on-going savings of £2.9m p.a. to reduce the budget gap.
 - The budget approved in March included an element for contractually committed inflation, but did not make provision for general inflation which was now estimated at 4.5 - 5.2% dependent on whether CPI or RPI was used and this needed to be built in.
 - The £2.95m reinvestment in adult social care over 3 years had been reassessed as it was now considered to be insufficient and an additional allowance had been built into the projections
 - There was some positive news – the New Homes Bonus scheme (whereby DCLG match-fund additional Council Tax raised on new homes and empty properties brought back into occupancy) was expected to generate around £600k this year and was on-going for six years.
 - It was expected that significant savings could be driven out through improved procurement practice.
 - The £2.8m contribution to Single Status was not made in 2011/12 and would not be made in 2012/13 or 2013/14 as it was considered adequate provision – around £12m - had been set aside to date.
 - The government is carrying out a fundamental review of local government finance (the Local Resource Review) and there is a lack of clarity about what will happen from 2013/14. It was likely that business rate income would pass to local authorities although how this would work and the impact on authorities was unclear.
- The updated projected budget shortfalls were: £21.1m in 2012/13, £27.3m in 2013/14 and £31.2m in 2014/15. It was explained that the figures are cumulative e.g. if the shortfall is met in 2012/13 with ongoing proposals, the gap in 2013/14 would be £6.2m. There was uncertainty about the 2014/15 projection because of the Local Resource Review.
- There were 20% staff and 20% non-staff savings targets for all service areas. £9.4m savings had been delivered in 2010/11 and 2011/12 which meant a further £26.4m would need to be delivered over the next 3 years. Front line services, especially in safeguarding and adult social care would be protected wherever

possible. Senior management costs had already been cut by 50% and another review was underway which is likely to cut senior management structure further. The emphasis was on making efficiency savings from service re-design (e.g. the rehabilitation and re-ablement strategy in adult social care) and through procurement. The savings proposals for next year would be set out to show how and where savings would be made e.g. operational savings, savings through procurement etc.

- Key dates for the process were
 - 10th November – Cabinet review 100 Day budget
 - December cabinet – launch of Service & Financial Strategy for consultation
 - December-February – scrutiny review of proposals and alternatives from opposition groups
 - 23rd February 2012 – Cabinet finalise strategy and recommendations to Council
 - 1st March 2012 – Council final decisions and set Council Tax

Members asked a number of questions:

- *20% savings are dramatic. What discipline is applied to budget holders, and how is spending monitored?*

Everyone understands very clearly the severity of the financial position and the savings targets are applied to all service areas. The senior management team receives regular updates to monitor the position. The Council is still projecting to be within budget at year end but this is after using £2m from contingency which means two thirds of the contingency has been used by mid-year.
- *How is the use of contingency explained?*

Contingency funding has been used to fund the increased case loads for looked after children and adult social care which are demand led costs. We would prefer to save the contingency and carry it over to next year as a one-off benefit to help support the budget in 2012/13 or to provide additional one-off contingency in what will prove to be a very challenging year.
- *Why weren't the additional costs foreseen and budgeted for?*

They are demand led costs which are difficult to project accurately. We are working hard to keep children out of care, but there has been an increase in the number coming into care in line with the experience of a number of other unitary authorities. £1.66m of savings was re-invested in adult social care in 2011/12 in anticipation of the increased costs as a result of the tightening and withdrawal of the PCT's Continuing Health Care funding and other pressures, but the latest projections from the PCT indicate that more needs to be built in.
- *Would the Health & Social Care Bill put additional costs onto the Council?*

This question would need to be put to the lead Corporate Director for a response.
- *Members asked when initial ideas about savings for the next service & financial planning strategy would be available.*

The proposals would be launched for consultation in December 2011 once approved by Cabinet and would then come to scrutiny. There would be consultation with the public on initial options, particularly with service users most affected by some of the proposals during late October and November.

BFSC-12 RESULTS OF 100-DAY BUDGET CONSULTATION

The Policy and Value for Money Manager tabled a report on the headline results of feedback from consultation with the public on the key 100 Day budget proposals.

Consultation had been carried out during September. A survey focused on the seven key proposals that would have the most impact on the public had been carried out using a variety of methods including on-line, postal surveys and face-to-face engagement.

A total of 669 responses were received by 30th September, including 525 from members of the Community Panel (49.8%) and 144 from other residents.

There was a good level of support for each proposal, with all receiving a minimum of 64% approval from those responding. The headline results were:

- The highest level of support (88.9%) was for the proposed additional investment in the maintenance of roads and pavements which was almost universally popular. Those disagreeing felt current levels of investment were satisfactory in the current climate.
- The investment in the Small Business Loans Fund was popular (76.2% supported the proposal). Reasons given for not supporting the proposal were that the tax payer should not be supporting businesses, and that the amount (the Council would contribute £25k to private sector investment totalling £250k) was not enough to have a significant impact.
- Most (75.3%) agreed with the decision not to go ahead with the new build Civic Office. Reasons for not supporting the decision (18.4%) were that the new Civic Office would have been a focal point for attracting investment, and that single site accommodation would be more cost-effective. There was also some confusion about the Community Hub.
- The revisions to the Town Centre redevelopment scheme were supported by 73.2%.
- Opinion on the reinstatement of free swimming for under -16s with a flex card was divided. 67.3% supported and 21.1% did not support the proposal (the highest disapproval level of all the proposals). Some felt swimming should be funded by schools or parents, or that free swimming should benefit other groups such as senior citizens, or that the concession should be funded on a needs basis.
- The proposed revisions to the Oakengates and Newport regeneration schemes received the greatest level of “neutral” response, probably because of the local nature of the proposals. Of those who commented on the Newport scheme, some did not object to the revisions and others did not want the scheme to go ahead at all as they felt it would not have a great impact. Comments on the Oakengates scheme included those who were pleased about the funding

allocated and a small number who felt the scheme would not deliver what was needed. Overall, people were comfortable with the revisions.

Members of the public had also been encouraged to put forward their ideas for savings and 700 suggestions had been received since July. These would be added to the suggestions put forward by members of staff during engagement sessions. The suggestions fell broadly into 2 categories:

- Things that are already being done by the Council. This highlighted the need for better communication with the public about things that they may not know the Council is doing.
- Things that the Council is doing, but could do better or things that the Council is not doing but could do.

All suggestions would be considered, divided by service area and the best ideas would be short-listed to follow up first. Fresh ideas would be considered as they were submitted, and feedback would be given to people making the suggestion. Implementation would be managed and driven by the senior management team.

Phase 2 of the engagement strategy would be led by the Community Engagement Manager and focus on specific areas where cuts may have the greatest service impacts. The strategy was currently in the planning stage. The aim was to consult on the impact of various savings scenarios, and to get ideas about how the impacts could be addressed, mitigated or alternative solutions.

Members asked the following questions:

- *Is the cost of consultation in terms of staff time and materials worked out to determine the most cost-effective way of consultation?*
We try to join up across teams so that staff meeting the public can combine consultations. Costs are tracked so a unit cost can be calculated. In terms of improving the Council's understanding of people's views, and understanding the level of knowledge that people have about the Council, the cost is worthwhile. For example, the savings suggestions had highlighted areas where the Council needs to communicate better to tackle misconceptions. The Cabinet member emphasised that consultation with the public is essential and that the authority can be challenged if it is not done.
- *When will initial ideas about savings be available for consultation with scrutiny?*
The full budget proposals will come to scrutiny once approved by Cabinet in December. There will be continued consultation on specific services before then and details of the plan are being worked out.

The following points were made for further discussion or action:

- **The Policy and Value for Money Manager suggested that the Committee could play a role in monitoring how the savings suggestions are taken forward.**

- **Details of consultation events would be provided for members to decide whether and how they want to be involved. The Chairman said that the Committee needed to be assured that consultation was conducted properly and early enough.**
- **Members emphasised that all savings suggestions should be considered thoroughly so that good ideas are not missed.**
- **Cllr. Evans suggested that the savings proposals should be looked at to see how they could be done as a co-operative team.**

The Cabinet member and officers left the meeting.

BFSC-13 RESPONSE TO THE 100 DAY REVIEW OF 2011/12 SERVICE & FINANCIAL PLANNING STRATEGY

Members had a discussion about the points they would like to make in response to 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 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.

The Committee also wanted to express concern that two thirds of the contingency had already been spent, half-way through the year.

It was noted that the Chairman would attend Cabinet on 10th November to present the scrutiny response.

RESOLVED

That the response to reflect the discussion would be drafted by the Scrutiny Group Specialist and circulated to members for approval.

BFSC-14 FORWARD PLAN

It was agreed that the next meeting at 6.00pm on 15th November would look at procurement.

The meeting ended at 7.50p.m.

Chairman:

Date:

Appendix 1 – Work Programme

MEETING DATE	AGENDA ITEM
Wednesday, 27 th July Scrutiny Meeting Room	<ul style="list-style-type: none"> • 100-day review of 2011/12 service and financial strategy • Financial Monitoring report • Telford Town Centre Report • Schools Capital Programme • Work Programme
Wednesday, 12 th October Scrutiny Meeting Room	<ul style="list-style-type: none"> • Interim feedback from consultation on the budget – 110 day and medium term • Agree response to 100-day budget proposals
Tuesday, 15 th November Scrutiny Meeting Room	<ul style="list-style-type: none"> • Financial monitoring report • Feedback from budget consultation
Thursday, 15 th December Scrutiny Meeting Room	Service & Financial Planning 2012/13-13/14 (budget proposals)
Tuesday, 17 th January Scrutiny Meeting Room	Evidence gathering for budget proposals Alternative budget proposals
Wednesday, 1 st February Scrutiny Meeting Room	Further evidence gathering Agree response to budget proposals
Other Forward Items	
Procurement – there is an expectation that significant savings can be driven out through the procurement process – how and where will this be done (e.g. in adult social care)	
On-going monitoring of Capital Receipts	
Adult social care – consultation, proposed service changes, impact assessments, savings proposals	
SEN – savings proposals - how can costs be controlled	
Financial monitoring reports	
Highways Capital Programme	

CHILDREN & YOUNG PEOPLE SCRUTINY COMMITTEE
Minutes of the meeting of the Children & Young People Scrutiny Committee
held on Monday, 19th September 2011 at 6.00 p.m. in the Scrutiny Meeting
Room, Civic Offices, Telford

PRESENT: Councillors G. Green (Chairman), K. Guy, M. Ion, J. Loveridge, C. Turley, Co-optees A. Atkinson, S. Ali, M. Ward.

Also Present: Cllr. P.Watling Cabinet Member for Children & Young People; J. Eatough, Head of Governance; Clive Jones, Head of Family & Community Services; Jim Collins, Head of School Improvement; Damien Madine, Extended Services Specialist; Guy Kershaw, Project Director BSF; Chloe de Poix, Participation Worker for Children in Care; Stacey Norwood, Short Breaks Project Manager; Stephanie Jones, Scrutiny Group Specialist; Tracy Clarke, Scrutiny Officer.

CYPSC-6 MINUTES OF THE LAST MEETING

RESOLVED – that the minutes of the meeting of the Children & Young People Scrutiny Committee held on the 9th August 2011 be confirmed and signed by the Chairman.

CYPSC-7 APOLOGIES FOR ABSENCE

Councillors J. Greenaway, A. Mackenzie.
Co-optee S. Harris.

CYPSC-8 DECLARATIONS OF INTEREST

None

CYPSC-9 BUILDING SCHOOLS FOR THE FUTURE UPDATE

The Project Director of BSF presented the update report on Building Schools for the Future (BSF). The report included an update on the position relating to the collapse of the canopy at the Abraham Darby Academy on 25th August, and an update on other works in the programme.

In relation to the collapse of the canopy, the following points were highlighted:

- A Health & Safety Executive (HSE) investigation was taking place and samples of the various materials had been taken for analysis and testing. The site had been secured by Kier, the debris had been cleared and damaged brickwork was being replaced. All contractors affected were now out of hospital.
- The primary school had not been affected and it was anticipated that this could open as planned in January 2012. The position on the leisure centre was being assessed. The date for the opening of the academy could not be confirmed until

further assessment, and until it was known whether a new design for the canopy would be required. A new design would need to go to Plans Board.

- Under the contract, Kier would be responsible for the remedial work. Insurance policies were being checked to find out what would be covered.

In relation to other works in the programme:

- Under the existing framework contract, Kier were progressing planning applications for Phoenix School, Newport Girls High School and Mount Gilbert Special School.
- The project approval process was that Cabinet had re-confirmed the programme in principle in January 2011 following a reduction to the budget in November 2010, and that the full business case for each scheme had to be approved by Cabinet and Partnership for Schools (PfS) before contracts could be let.
- The Council's Capital Programme for 2011/12 to 2016/17 included £144.1m BSF funding which covered the costs of construction and project support.
- The contracts for external advisors were due to expire shortly, and it was anticipated that these would be re-tendered with significant cost savings on the current arrangements.

A number of questions were raised by members:

What is happening with the Grange Park and Lord Silken Schools?

A paper was going to Cabinet on the overall BSF programme with some proposed amendments triggered by the withdrawal of £43m funding and in conjunction with an assessment of the school accommodation needs of pupils over the next ten years. There would be consultation on the proposals once they had been approved by Cabinet.

It was agreed that a sub-group of the Committee would be set up to take part in the consultation on the proposals once they had passed through Cabinet.

What is the timetable and likely costs for the Mott MacDonald report?

Mott MacDonald had been commissioned by the Council to carry out an independent investigation of the canopy collapse. Mott MacDonald was working alongside the HSE and had been given access to the site and materials for independent assessment and testing. Quality assurance checks were also being done on the other structures to ensure calculations and tolerances were correct. The HSE report would be thorough and would be the definitive report; depending on the complexity of the investigation, the final report could take up to 12-24 months. Mott MacDonald would provide an initial report soon, and the Council would then decide how much further work needed to be done. It was not possible to say what the cost of the independent investigation would be as it depended upon the facts which were not clear yet. Insurance policies were being checked to establish what excesses and liabilities would be incurred by the Council. It was acknowledged that clear information regarding the incident and the costs needed to be provided to the public, but that this could only be done once the exact position was known.

Members requested a statement of the definitive costs, including insurance excesses and claims, be provided to the Committee.

Are there any indications of what caused the collapse of the canopy – was it a design, construction or materials fault?

It was impossible to say at this stage and we need to wait for the results of the investigation. There was a long chain of suppliers involved from designers, architects, engineers, manufacturers, construction and each area needed to be investigated to find the fault.

RESOLVED

- **That a sub-group of the Committee would be set up to take part in consultation on BSF proposals following the report to Cabinet**
- **That a statement of costs relating to the canopy collapse be requested to come back to the Committee.**

CYPSC-10 CORPORATE PARENTING STRATEGY

The draft Corporate Parenting Strategy was presented by the Extended Services Specialist.

The Extended Services Specialist drew the Members attention to the fact that as of 15th September 2011 the number of children and young people in care was 296. This had gradually risen over the last 2 years which made a significant impact on the services that the Council has to provide. There were a further 170 children placed by other authorities in Telford and Wrekin whose statutory responsibility lies with the placing authority.

Statistically children and young people in care (CiC) tend to perform less well than their peers, and there was a need to raise levels of attainment. The Corporate Parenting Strategy aims to address low or under-achievement so that children in care are not disadvantaged by their circumstances. The reality is that this is not a homogenous group and some children are more able than others.

In addition to the draft Strategy, a supporting draft Action Plan for Raising Children in Care Attainment, and the results of a CiC Visioning Day held with schools on 19th September were tabled. The draft Action Plan detailed specific desired outcomes, the actions required to achieve each outcome, a named lead and timescale. The aim was to work with schools, social workers, foster carers and other partners to deliver a joined-up, pro-active approach to raise levels of attainment and support centred around the child. An holistic approach would be taken to look at the social and emotional factors which affect achievement. The CiC Visioning day had discussed what “successful” means, and the blocks and enablers to success. The ideas from the day had been incorporated into the draft Action Plan.

The following information was given in response to Members’ questions and observations:

- A member of the Committee commented that if CiC who are already under achieving because of their circumstances are then put into a low-attainment group in school, their learning could be further hampered by disruptive behaviour in the group. The Extended Services Specialist replied that there was a need to work smarter and focus on target pupils to set expectations regardless of trauma they may have experienced. There was currently an Intensive Support Programme (ISP) to provide extra support in primary schools, and in secondary schools the National Challenge had a similar role focusing on target attainment, prior achievement and resources to raise the level of achievement.

In addition partners within the Local Strategic Partnership and the Chamber of Commerce are being engaged through a Visioning Day, to consider what additional support that they could offer to CiC such as mentoring, work shadowing and work experience. For example, in Devon, Councillors “adopt” a CiC and follow their progress at either year 6 or 11, looking at attainment, attendance and exclusions. The Councillor then raises questions with the responsible officers to ensure that early intervention takes place.

The Committee requested further information on the Devon model.

Furthermore, the Extended Services Specialist said that until last year a one-to-one tuition programme had been nationally funded to provide 10 hours extra Maths and English tuition for CiC. The funding was no longer ring-fenced but due to the remarkable impact this had had on attainment, it was being recommended to the Head-teachers Network and Secondary Heads and Principals meetings that the programme should continue.

- In response to a question about, given the number and differing needs of children in care, whether a Virtual School had been considered for children in care, members were informed that a new Team Leader had been appointed as a Virtual Head-teacher for vulnerable groups and would be taking this forward.
- That the performance indicator for Key Stage 4, achievement of 5 A*- C GCSEs (or equivalent), included Maths and English. In 2010 two out of twenty children in care (10%) achieved 5 A*-C GCSEs (or equivalent), compared to a figure of 55.9% for all young people who sat the exams.
- There was a designated teacher for children in care in each school and regular network meetings were held with the schools. Some schools are working well with CiC and this best practice needs to be shared.

Performance Indicators

There was a discussion about the performance indicators included in the Corporate Parenting draft strategy and members considered whether there were any other indicators that should be used to monitor performance in relation to children in care.

The Members suggested that the National Indicators while extremely valuable, were not very positive and suggested that a positive indicator should be developed to monitor attainment over and above the national indicators. It was felt that if there was a focus on attainment linked to aspiration, this would have a positive impact on other indicators. Members suggested various areas that could be considered:

- Participation in extra-curricular activities
- How schools promote opportunities to children in care so that they have equal entitlement with other children
- Setting achievements targets for what the young person would have achieved if they had not needed to be taken into care, and identifying the obstacles to achievement.

The Chairman also commented that it was important to change perceptions about children in care and that they are not “naughty” children, but children who have been failed by adults.

Meetings with CiC

The Members discussed the meetings with children and young people in care and the Participation Worker gave feedback from the Care Council about the types of meetings the young people wanted.

The feedback from the Care Council was;

- That they want to have separate meetings for the older and younger age groups
- That all meetings need to take place in an area that feels comfortable for the young people.
- That they wanted feedback from the scrutiny meetings, and it had previously been agreed that the Chairman would attend a meeting of the Care Council to feedback, who in turn would feedback through the young people’s newsletters.
The Care Council had requested feedback from the previous meeting with children in care on the theme of contact.
- That the theme for scrutiny meetings should concentrate on one area of the pledge. The seven areas of Pledge were:
 - Values
 - Keeping Safe
 - Being Healthy
 - Becoming Independent
 - Enjoy and Achieve
 - Make a Positive Contribution
 - Contact
- That they wanted to continue to receive the £5.00 Argos voucher for attending the Scrutiny Meeting.

After further discussion it was agreed:

- That first meeting with children in care would be in January 2011 and a possible topic was Becoming Independent - the transition to 16+
- That there would be a briefing and training session for members before the meeting with the young people. The Cabinet Member suggested that this could be linked to a wider programme of member engagement with children in care such as the Take Up day whereby members impart skills back to the young people.

It was further noted that Corporate Parenting training had still not been made mandatory for all members and the Committee re-stated its support for this to happen.

RESOLVED

- **That information about the Devon mentoring model programme would be provided to the Committee**
- **That officers consider developing a performance indicator around attainment such as the take-up of extra-curricular activity by children and young people in care and report this back to the Committee**

CYPSC-11 SHORT BREAKS PROVISION FOR DISABLED CHILDREN

The Short Breaks Project Manager presented the report on Short Breaks Provision for Disabled Children.

From 1st April 2011 new duties came into force regarding the provision of short breaks. The Short Breaks duty requires every Local Authority (LA) to provide services designed to assist individuals who provide care for disabled children.

All Local Authorities must publish a statement by 1st October 2011. The Children and Young People's statement will be publicised after it has been considered by Cabinet on 22nd September.

The statement details the:

- Range of services provided
- Eligibility criteria
- How to access the services

The funding for the programme has come from the Early Intervention Fund. This has helped to develop the workforce through a Work Force Training Strategy, offering training to parents, staff and relevant partners. The funding had also helped to assist with improving communications through the website and newsletter, with children and parents being actively involved.

The programme offers activities in and out of the home both in the day and at the weekend for youngsters aged 0 – 25 years. The activities can be from one hour to a weekend away. These are both educational and leisure activities and include provision for children with complex health needs including activities at the hospice.

At the end of last year a review of all Short Break activities was made to ensure that customers and the Council were getting best value. This has enabled the Commissioning plan to be updated.

Some of the impacts of the programme were highlighted as:

- Strong parent lobby group which provided networking and support, gathering evidence and raising money for the programme
- Relieves pressure on families

- Support for siblings, with a separate sibling group being looked at
- Health benefits for example from riding adapted bikes and swimming.

Following the report, members asked a number of questions:

How many children are able to access the Short Breaks Programme in Telford and Wrekin?

There are 2,000 children and young people in Telford and Wrekin with a range of disabilities accessing Short Breaks. The young people range from 0-25 years and then transfer into adult services, and support is provided to the 18-24 year olds with transition arrangements. Data from schools highlighted that there were 500 children with autism/aspergers schools in the borough. Statistics on service users is only one way of monitoring the service, and improvements to health and quality of life also need to be measured. The Council has been assessed as a model of good practice for other authorities to aspire to.

What sort of activities are on offer?

There are a number of activities on offer these include:

- A Saturday Club which offers Adaptive bikes and tobogganing at the Ski Slope as well as Creative Kidz.
- The Hospice which offers activities for complex health needs
- Voluntary and Community Groups can also apply for small amounts of money to engage with disabled children, or take advantage of advice and support offered by the Team. Interest has already been received from a Rowing club, Sailing club as well as local Brownie Packs.

Have you ever considered activities with animals?

We have had a few groups who have taken part in horse riding, and while this has a high cost it does have huge benefits for those involved. Small grants, advice and support are provided to community and voluntary organisations to encourage them to support disabled children – sometimes they require help rather than money.

Members requested a detailed profile of service users to drill down into eligibility, age ranges, needs etc. Members also wanted to know how services would be prioritised if the budget is reduced for 2012/13, and how the profile of users is used to project costs on the adult services' budget for the transition at age 25.

RECOMMENDATION

A further report is brought back to the Committee detailing the profile of service users and any changes to the service.

CYPSC-10 Forward Plan

The Committee noted the date of the next meeting on 20th October 2011 and the agenda which includes a review of the Phase 2 of the Children's Service Review and Child Poverty. It was noted the Phase 2 Service Review would be launched on 18th October for 90 days consultation and the Committee may wish to put in a response as part of the consultation.

The Chairman thanked Shaukat Ali and Mel Ward for their suggestions which have been passed to the Scrutiny Management Board to consider which scrutiny committee they would be assigned to.

The meeting ended at 19.21p.m.

Chairman:

Date:

CO-OPERATIVE & COMMUNITIES SCRUTINY COMMITTEE

Minutes of the meeting of the Co-operative & Communities Scrutiny Committee held on Monday, 12th September, 2011 at 6.00 p.m. in the Civic Offices, Telford

PRESENT: Councillors A. McClements (Chairman), N. England, A. Jhawar, J. Loveridge, K. Tomlinson; Scrutiny Co-optee L. Baker-Oliver.

Also Present: Councillors C. Smith, A. England; Corin Crane, Enterprise and Employment Manager; Andrew Meredith, Customer Services Manager; Peter Smith Head of Economy and Skills; Stephanie Jones, Scrutiny Group Specialist; Tracy Clarke, Scrutiny Officer; Wendy Buckley, Democratic Services Support Officer.

CCSC-5 APOLOGIES FOR ABSENCE:

Cllrs K. Guy, T. Hope.

CCSC-6 DECLARATIONS OF INTEREST

None

CCSC-7 MINUTES OF THE LAST MEETING

It was noted that Cllr Davies had offered to return to the Committee to discuss the Co- operative Council communication campaign should the members wish.

RESOLVED – that the minutes of the meeting of the Co-operative & Communities Scrutiny Committee held on the 25th July 2011 be confirmed and signed by the Chairman.

CCSC-8 FIRST POINT FOR BUSINESS

The Enterprise and Employment Manager presented the report on First Point for Business which highlighted a need for a single point of contact for businesses to effectively access Council services.

In the recent Local Economic Assessment, local businesses highlighted the need for a one stop approach.

The report detailed the range of services that the Council offers to local businesses and highlighted that although there are pockets of excellence the provision is patchy, with too many access points, differing service standards and opening hours. At any one time it is possible that 4 or 5 different departments will be dealing with the same business with no communication between them. There is a concern that this may

mean that businesses do not use the services available which may lead to unsatisfied customers or worse still a missed opportunity to help a business locate or expand in Telford.

Currently businesses contact services directly but it is felt that 80- 90% of the current calls could be dealt with at the first point of call or online. This would allow experienced officers more time to deal with in depth issues with businesses.

In order for the single point of contact to be a success it is essential that there is strong corporate leadership from a senior level to support the programme.

There are currently no financial resources available for the initial set up of the Customer Service Centre which will be reliant on the support of staff from other services such as Planning and Environmental Services to be trained as the first point of contact for businesses.

The aim of the programme is to enhance the Council's relationship with businesses by seeking to improve its customer service through:

- A commitment to user focus and citizen engagement
- Understanding our communities
- Clarity of Purpose
- Communication in appropriate ways; and
- Delivering change and improved outcomes.

To summarise the key points for consideration are

1. Identifying the need: In order to develop and deliver a customer service strategy for businesses, we need to consult with local businesses to identify their need and deliver an appropriate strategy.
2. Develop quick, focused customer service strategy for business: This needs to take a corporate approach, with strong leadership and that is owned and embedded across the organisation as a whole.
3. Develop a costed, timetabled proposal: This involves an assessment of our current resources in order to develop a cost neutral strategy with options to be considered such as shared ownership of the CRM system.

The committees experience of small businesses was that dealing with the council can be frustrating because it can be difficult to get a response back.

A number of questions were asked by the committee.

Q How will Businesses be consulted to get feedback on the Council?

A. There are currently 6 or 7 existing business networks that could be initially contacted and a further 700 – 800 businesses that could be contacted with follow up surveys or questionnaires.

Q. Is there an IT system that could be used as there are no resources available?

A. There are a number of IT systems used across the council. One Telford currently uses Evolutive which could be used but another system may be more appropriate.

An intelligent system such as Customer Relationship Management (CRM) could resolve a significant number of enquiries at the first point of contact thus saving officer time. A number of options will be looked at but the final choice will be subject to the resources available and the feedback from businesses.

A further option is that this could be achieved through a staged approach.

Q. What will happen with the more detailed enquiries such as businesses with planning issues?

A. The contact centre will refer the enquiry to the relevant team and will monitor the response time to the enquiry.

Q. Are there any examples of best practice in other Authorities?

A. Research has been completed and the only examples of where a First Point Model has been used is for residential enquiries. There are currently no examples for business that have been found, so this could be the first of its kind.

Q. What kind of leadership do you envisage?

A. The programme needs to be lead from the top to ensure that this is successful.

This is about changing the culture and not just about implementing a new system.

Q. It is a good idea to have one point of contact but how far can we go with the existing resources?

A. At the moment a number of options are being considered. Once the businesses have been able to say what they want from the Council then a suitable model will be developed. This will involve completing a detailed costed plan.

Q. Is there a timetable for the programme?

A. The timetable would depend on what is needed to be delivered and there may be barriers to change. The programme could take 6 – 12 months to implement.

Q. It is important to develop a profile of businesses and their needs. What does the Local Assessment show?

A. Advantage West Midlands funded the research which highlighted 3 key issues

1. Access to Finance
2. Access to Council Services
3. Access to Procurement between Businesses

Q. Did any of the research identify the need for a one stop approach?

A. Businesses tend to call known officers who they deem to be reliable. At times it has become evident that not all of the relevant information is passed onto prospective businesses, which leads to confusion and lost opportunities. An example is that the social enterprise project in Donnington was not aware that they were eligible for 90% discount on their rates and were initially dissuaded from setting up.

Q. How will the Contact Centre be staffed as they will need to have a good understanding of business needs to ensure that they give out the correct information.

A. A potential model is that there could be six people in the Contact Centre who would be trained to deal with the majority of routine enquiries and refer complex calls to the appropriate officers and then review enquiries 48 hours later. The One Telford team are already business focussed but there would need to be an ongoing CPD programme to ensure that the team have adequate legislative and Best Practice knowledge.

Q. What job satisfaction will there be for the staff?

A. It is not advocated that the staff are just in a Call Centre as this leads to a high turnover of staff. The staff will be trained to meet with businesses and have face to face contact.

Q. Do you identify the business needs first or the level of funding? The problem could be that there is a chance that you raise the expectation of the businesses but then cannot meet these expectations.

A. There initially needs to be contact with the businesses and they need to be provided with a range of options to consider but this can be marketed as a programme that is being developed.

The model would need to make savings so we would need to consider the cost savings in officer's time.

Q, How will the programme be measured?

A. Within the project, milestones will be set and these will be monitored to check that they are achieved. The measures will need to be qualitative and at the moment they still need to be identified.

There are currently around 10,000 Business calls a year. With a CRM system we would be able to monitor how many calls are being referred to individual service teams and how many are dealt with at the first point of contact.

Q. Who will be responsible for overseeing the project?

A. The Governance structure will need to be developed. Furthermore, a strong project board will be needed to oversee the delivery of the project and the attainment of key milestones.

Q. The Enterprise and Employment Manager asked the members if they had any feedback on the Businesses they work for.

A. A member replied that having worked with a small business, the Council's reputation could be better. There had sometimes been confusion about services and also businesses are not always called back and updated.

The cabinet member said this was an early paper that needs to be considered and further expanded.

- All council departments need to be working together to make this a success and part of the key to this is internal conversation.
- Support needs to be provided to small and medium enterprises, potential investors and new start up who may currently find it difficult to find out who to contact.
- The paper also needs to address firms potentially relocating in Telford. The one point of contact is ideal because businesses can be assured that someone will get back to them.

Q. Where do start up businesses currently get their support from?

A. The funding has been cut from Advantage West Midlands and Business Link so One Telford is already getting enquiries from start ups.

At 7.10pm the Cabinet Member left the meeting.

The Members discussed the information that had been given and made a number of points.

- Concerns were initially raised that there is no benchmarking available from other authorities. This could also be considered a positive because this could give the Council an opportunity to lead the way.
- The cost and the resources required for the project.
- The programme leadership, which needs to be strong and have the support of each Council department.
- The performance measures which need to be decided. This includes both quantitative and qualitative measures.

It was agreed that further scrutiny was necessary and that the Committee would make recommendations to Cabinet that the Council sets up a single point of contact for businesses based on the First Point Model.

RESOLVED

- **That the Committee would make recommendations to Cabinet to set up a single point of contact for businesses to access Council services.**
- **That a report and wording for the recommendations would be drafted by the Scrutiny Team and circulated to the Committee for comment and approval.**

CCSC-9 Information requested at the previous meeting had been provided

There were no further questions but with regards to the Co-operative Council Communications Strategy the Chairman suggested that a clear guide for both Members and the Public would be beneficial.

Furthermore, it was noted that Members would have the opportunity to ask questions at the Scrutiny Management Board the following day.

CCSC-10 Forward Plan

The Committee noted the next meeting of 10th October is a Special Interest Meeting to discuss the Concessions in Leisure.

The meeting ended at 7.28p.m.

Chairman:

Date:

COUNCIL CONSTITUTION COMMITTEE

Minutes of a meeting of the Council Constitution Committee held on Tuesday, 8th November, 2011 at 5.30 p.m. in the Civic Offices, Telford, Shropshire

PRESENT: Councillors K.S. Sahota (Chairman), R.C. Evans, G.M. Green, F.R. Picken and R.J. Sloan

CCC-5 MINUTES

RESOLVED – that the minutes of the meeting of the Council Constitution Committee held on the 15th June, 2011 be confirmed and signed by the Chairman.

CCC-6 APOLOGIES FOR ABSENCE

Councillors A.J. Eade and I.T.W. Fletcher.

CCC-7 DECLARATIONS OF INTEREST

None.

CCC-8 UPDATE ON DEVELOPING THE NEW CONSTITUTION

The Head of Governance provided Members with a PowerPoint presentation on the new constitution. He outlined the proposed structure of the Constitution, which would be formatted and available in an electronic format. In doing so he stressed the need for transparency, allowing users to clearly understand the Council's decision making processes. The Committee welcomed the proposal to simplify the Constitution and to make it more easily accessible by users.

The Head of Governance told Members that he hoped that new electronic constitution would be available for the next Civic year. Members commended the work and asked that further updates be brought to future meetings of the committee.

RESOLVED – that the Head of Governance continue work on the new constitution and that further updates be reported to the committee.

CCC-9 TERMS OF REFERENCE: BOUNDARY REVIEW COMMITTEE

The Democratic Services Manager presented the report of the Head of Governance which identified Terms of Reference for the Boundary Review Committee. The Committee had been appointed at the Annual Council meeting in May. A proposed Terms of Reference was attached to the report at Annex 1. The proposed Terms of Reference included delegated matters that the report suggested would more suitably be dealt with by Boundary Review Committee but were currently with Licensing Committee. These included: dealing with all matters relating to Community Governance Reviews, grouping, dissolving and separating parishes and dividing the constituency and electoral divisions in to polling districts. Members agreed that these matters should be transferred to the Boundary Review Committee and that they should remain as delegated matters.

Non- delegated matters for the Committee were also identified at Annex 1 of the report and included a duty to prepare information on and to recommend consultation responses to council on the following:

- Parliamentary Boundary Reviews
- Periodic and further Electoral Reviews
- European Parliamentary Electoral Region Reviews
- All other Electoral Arrangement Reviews

With regard to the Terms of Reference, Councillor I.T.W. Fletcher, who was unable to attend the meeting, had suggested that it be confirmed that the Committee would recommend consultation responses to Full Council. Members agreed that the Boundary Review Committee would recommend consultation responses on to Full Council as per the Terms of Reference at Annex 1 of the report.

Members agreed that the Terms of Reference were suitable for the Committee and it was:

RESOLVED:- that the following recommendations be made to Council:-

- a) The Terms of Reference of the Boundary Review Committee as set out in Annex 1 of the report be approved and reflected in the Constitution**
- b) The Terms of Reference of Licensing Committee be amended and the Constitution amended to reflect the delegated powers being transferred to the Boundary Review Committee as shown at paragraph 3.4 of the report.**

The meeting ended at 5.43 p.m.

Chairman:

Date:

HEALTH AND ADULT SOCIAL CARE SCRUTINY COMMITTEES



Minutes of the joint meeting of the Health and Adult Social Care Scrutiny Committees held on Thursday, 25th August, 2011 at 6.00 p.m. in the Civic Offices, Telford, Shropshire

PRESENT:

Councillors C.R. Turley (Chairman of the Adult Social Care Scrutiny Committee), D. R. White (Chairman of the Health Scrutiny Committee), V.A. Fletcher (Health), J. Loveridge (Health and ASC), J.M. Seymour (Health and ASC), Scrutiny Co-optees, D. Davies, J. Gulliver, R. Shaw, M. Viney.

Also Present: Cllr. R. Overton, Deputy Leader with responsibility for Public Health and wider Health Services; Paul Taylor, Social Care Specialist; Stephanie Jones, Interim Scrutiny Group Specialist; Tracy Clarke, Scrutiny Officer.

HSC-1 APOLOGIES FOR ABSENCE

Councillors E.J Greenaway, F.M. Bould, J C Minor.

HSC-2 DECLARATIONS OF INTEREST

None

HSC-3 NHS REFORMS PLUS OTHER SOCIAL CARE ISSUES

The Social Care Specialist presented a report on the proposed NHS reforms and social care issues and the possible implications for Local Authorities. The following points were highlighted:

1. Introduction

The proposals will have a significant impact on the Council and the people of Telford & Wrekin.

- The distinction between health and social care has blurred as more care is provided at home by non-clinical staff and it is more difficult for the public to distinguish between them. Most people requiring social care do so because of ill health or disability and the level of the condition impacts on care and reablement needs.
- There is a good relationship with the PCT and some services are already jointly commissioned.
- Local authorities will take on responsibility for public health and already work closely with the PCT on services which impact on the health of local residents, such as environmental health and leisure.

2. The abolition of Strategic Health Authorities (SHA) and Primary Care Trust (PCTs).

A key element of the reforms is the abolition of the SHAs and PCTs. T&W has a good strong relationship with T&W PCT but there is a risk of a lack of focus on

Telford and Wrekin specific health and social care needs as the PCT commissioning structures for Telford & Wrekin and Shropshire merge as a result of reduced capacity and as commissioning is overseen by the wider Cluster arrangements.

3. Commissioning of NHS services

From April 2013 PCTs will no longer exist and NHS commissioning will be done by 2 organisations – the National Commissioning Board (NCB) which will commission services not commissioned locally (e.g. secure psychiatric services) and which may have a regional presence – and Clinical Commissioning Consortia (CCC) which will commission local services. There had been positive discussions with the CCC in Telford and Wrekin which was in shadow form with an elected Board. It is essential that the CCC is supported so that is ready to take on the commissioning role from 1st April 2013. If it is not ready, the NCB, through its regional presence, would take over commissioning which could lead to a lack of focus on Telford and Wrekin. It is important that the Council develops a strong relationship with the CCC so that health and social care services are integrated and joint commissioning developed.

4. Health and Wellbeing Board

The reforms place democratic accountability for health outcomes on local authorities. Authorities will have a statutory duty to set up a Health and Wellbeing Board to oversee local NHS and social services for adults and children. The Board will oversee the development of an agreed strategy for health based on the Joint Strategic Needs Assessment, and monitor performance of the CCC against the strategy. Membership and progress on the development of the Board is described in the report.

5. Creation of Public Health England

A new health body - Public Health England (PHE) - will be created to oversee public health arrangements nationally and responsible for public health functions which cannot be sensibly organised locally. Local authorities will have a statutory duty for improving the health of the population and there will be a ring-fenced grant from PHE to commission local health improvement services. The local authority will be accountable to PHE for public health improvement outcomes and use of the grant.

Areas of concern are the functions that the PHE will be responsible for, and the proportion of the budget it may consume. The general view is that the level of funding for PHE should be kept to a minimum with the greater proportion allocated to local authorities.

The Department of Health (DH) intends to publish shadow funding allocations by the end of the year. Each PCT must provide a return identifying current spend to DH by 16th September and there is an expectation these will be done in partnership with the local authority, and that the LA will sign-off the return. Funding for 2012/13 will go to the PCT and from 2013/14 onward to the local authority. The shadow allocations will help PCTs to prioritise spending for 2012/13 and local authorities to plan for their new responsibilities. It is expected that there will be a period of consultation around the funding options.

6. The Local Authorities will commission a local HealthWatch to represent the views of the patients, carers and Public

The proposals extend democratic responsibility for oversight of the NHS by creating HealthWatch England as a committee of the Care Quality Commission, independent of government, which will support the establishment of local HealthWatch. T&WC is working with the local LINK (funded by the authority) to support its transition into HealthWatch. HealthWatch will also take responsibility for services currently provided by PALS and ICAS (funded by the PCT) and will be represented on the Health & Wellbeing Board.

The Department of Health is currently consulting on the timeframe for the transition of LINKs to HealthWatch and the funding options for HealthWatch. The consultation is due to close on 18th October.

The proposal is that the funding that currently goes to PCTs to fund ICAS and PALS will go to the local authority along with the LINK funding. The options range for PALS is £67k-79k and ICAS is £41k-46k depending on the funding formula.

Cllr. Seymour requested information about how this compared to current funding.

7. Healthcare providers to become independent trusts by 2012 and Foundation Trusts by 2014

Mental Health Services were already delivered locally by the South Staff and Shropshire Healthcare NHS Foundation Trust. The provider arms of Telford and Wrekin and Shropshire PCT have been brought together as a separate Community Trust which delivers community health services on a county-wide basis. The key issue is to ensure that the CCC commissions the right services for Telford and Wrekin and that the services commissioned locally are delivered locally.

8. NHS budgets

Some changes are being driven by the savings agenda. The NHS QIPP plan is looking to take £132m out of the Telford & Wrekin and Shropshire health economy by 2015. Financial pressures on health services are likely to result in even greater pressure on local authority social care budgets. For example, a reduction in the number of acute hospital beds and shorter hospital stays could mean that the Council funds the care of patients at home who would otherwise be in hospital. A real concern highlighted was the continued tightening of the way the PCT are implementing the criteria for eligibility for Continuing Health Care funding which had already displaced significant costs to the local authority's social care budget. A saving for one organisation did not necessarily result in a net saving in the overall health and social care economy.

The new proposals above are all reliant on the passage of the Health and Social Care Bill by government.

The following information was provided in response to members' questions:

- The position on HealthWatch advocacy services was not clear in terms of funding, management and staffing requirements. There is a regional meeting on 19th September with Department of Health officials to discuss what needs to be established in order for local authorities to ensure that what is put in place is fit for purpose. The authority currently commissions specialist advocacy services and there are strict regulations and monitoring of services. It is possible that some roles could be undertaken by volunteers with specialist training, and there could be an opportunity to join up advocacy services. There have been a series of meetings with the LINK about the transition.
- With regard to the lack of clarity around responsibilities for adult care, the Law Commission reviewed adult social care law recently and has published proposals for the modernisation and rationalisation of legislation for older people, disabled people, people with mental health problems and carers. The proposals would give clarity around NHS and local authority responsibilities for care, and what would be free and what would be means tested. The Dilnot Commission has made recommendations on the future funding of adult care. The government is due to publish a White Paper late in 2011 to take the recommendations forward.
- Grant reductions mean that new ways of delivering services are being looked at. There are some very good services delivered locally and the aim is to enhance rehabilitation and enablement programmes so that people are encouraged to do more for themselves and do not develop dependencies by receiving too much support too early. The Council was allocated £2.1m of new funding this year by the Department of Health routed via the PCT to support people to live in the community, particularly through reablement and enablement support. The PCT also received a further £488k to directly develop rehabilitation services. A report is due to go to Cabinet in September about the proposals for rehabilitation provision. Preventative measures also need to be considered.
- The Joint Strategic Needs Assessment (JSNA) is in the process of being refreshed and will include social factors affecting health. This is important because it is the document that the Health and Wellbeing Board will use to develop the health and wellbeing strategy against which the CCC will commission and be monitored.
- The actions arising from the Care Quality Commission inspection of safeguarding and Choice and Control Inspection for older people is monitored through the Adult Safeguarding Board.

Various views and concerns were expressed by members:

- That the aim of the White Paper was to bring about better integration of health and social care services and there should not be a divide in the funding.
- The hope that the Health and Wellbeing Board would work closely with the Clinical Commissioning Consortia to bring better health and social care outcomes and that there should be elected member representation on both.
- The need to ensure that services commissioned in Telford & Wrekin are delivered in Telford & Wrekin.

- There were concerns about costs passing from acute services to community hospitals and community services.
- There were concerns about support for patients discharged from hospital back home
- The continuing need to support voluntary organisations that support elderly people, particularly those at risk of social isolation, to prevent health impacts.

HSC-4 WORK PROGRAMME

The members considered the suggestions in Appendix 1 of the report on the 2011/12 Work Programme and agreed which items would be scrutinised by the Health Scrutiny Committee, or the Joint Health Scrutiny Committee, which would be scrutinised by the Adult Social Care Committee and which would be jointly scrutinised by both Committees.

RESOLVED – that the suggestions be allocated to the Scrutiny Committee, or Scrutiny Committees, as shown in Appendix 1 of these minutes or otherwise dealt with as shown.

The next meeting of the Health Scrutiny Committee will be at 6.00pm on 22nd September. The next meeting of the Adult Social Care Scrutiny Committee will be held at 6.00pm on 27th September. Other meeting dates would be agreed with the Committee by e-mail.

The meeting ended at 7.40 p.m.

Chairman:

Date:

Appendix 1

Decisions on work programme items from meeting on 25th August 2011

	Suggestion	Committee	Type of Review
1	Hospital Reconfiguration	Joint Health Overview & Scrutiny Committee (JHOSC)	
2	PCT Clusters and Local Arrangements	Health and Adult Social Care (ASC)	Report to committees at joint meeting
3	Clinical Commissioning Group	Health and ASC	Suggested a meeting with GPs etc to hear their views
4	Health & Well Being Board	Health	Update report and discussion about aligning work programmes.
5	Public Health Funding	ASC	
6	SaTH FT Application	JHOSC	
7	Community Trust	Health	There has already been a report to the JHOSC, but need to pick up on issues specific to Telford & Wrekin
8	Mental Health Services	JHOSC	(Following the meeting, members agreed that issues specific to Telford & Wrekin should come to the Health Scrutiny Committee.
9	WMAS	Health and ASC	Some members felt there had already been scrutiny of the estates review and Make Ready system which should not be duplicated. Some members suggested receiving an update on implementation from Herefordshire and visit to hub in Staffordshire.
10	Cancer Services	JHOSC	
11	Health Outcomes		Not included in work programme
12	Stroke Services	JHOSC	
13	Discharge of Patients	Health and ASC	The Senior Citizen's Forum and Link is doing a survey of the discharge of patients and the report should be used to identify any areas of concern
14	G P Appointment System		Not included in the work programme.
15	Cost to Council from withdrawal of CHC funding	ASC	Identified as a priority.
16	Adult Social Care strategy/services	ASC	
17	Residential Care Homes	ASC	<ul style="list-style-type: none"> • Public information about Southern Cross homes would be published next month • Review Care Quality Commission (CQC) inspection reports

18	Chiropody Services	Health	Report from PCT or provider
19	Phase 2 Service Reviews	ASC	Phase 2 proposals launched on 13 th September for 90 days
20	Adult Safeguarding	ASC	
21	Ophthalmology		Report requested from Community Trust on behalf of JHOSC
22	Musculoskeletal		Report requested from Community Trust on behalf of JHOSC
23	Reablement services	ASC	Report to Cabinet in September on reablement proposals

HEALTH SCRUTINY COMMITTEE

Minutes of the meeting of the Health Scrutiny Committee held on Thursday, 22nd September 2011 at 6.00 p.m. in the Civic Offices, Telford, Shropshire

PRESENT:

Councillors D. White (Chairman), V. Fletcher, J. Loveridge, J. Seymour, C. Turley.
Scrutiny Co-optees, D. Davies, J. Gulliver, R. Shaw.

Also Present: Michael Bennett, Lead Joint Commissioning and Contracting Manager;
Stephanie Jones, Scrutiny Group Specialist.

HSC-5 MINUTES

The minutes of the previous meeting held on 25th August 2011 were agreed as an accurate reflection of the meeting and signed by the Chairman.

Members requested further information on the proposed funding options for HealthWatch compared to the current equivalent allocations, and an update on the submission of the PCT return to the Department of Health on spending on public health.

HSC-6 APOLOGIES FOR ABSENCE

None

HSC-7 DECLARATIONS OF INTEREST

None

HSC-8 MENTAL HEALTH SERVICES

Michael Bennett, Lead Joint Commissioning and Contracting Manager, gave a presentation on progress on the modernisation of mental health services.

The presentation was to update members on progress and the PCT was keen to get feedback. The presentation covered 4 key areas:

1. The Mental Health Strategy and Action Plan
2. The modernisation agenda and work streams
3. The wider programme of work outside modernisation
4. Governance and assurance

The presentation provided a detailed summary, and in addition the following key points were highlighted:

- The Mental Health Strategy had been based on the draft strategy initially developed in response to the previous government's New Horizons Strategy and which had been consulted on extensively. Following the introduction of the coalition government's No Health without Mental Health Strategy, the strategy

had been added to and made more robust, and an Action Plan had been developed to meet local needs in line with the national strategy.

- The strategy looks at how to meet the needs of all people with mental health issues, addressing stigma, links between issues such as housing and employment with mental health, and links to Dementia and CAMHS services. It had been identified that for 50% of people with mental health problems, the problems had started before age 14 which highlighted the need to address problems for young people. The Action Plan would take all these issues forward.
- The modernisation programme was being implemented in three phases. Phase 1 was complete and phase 2 due to be completed in March 2012. The recruitment, redeployment and training of staff to the community was underway to enable the phased closure of beds. The Redwood Centre (phase 3) was due to be completed in August/September 2012. There were five interlinked work-streams within the programme: Primary Care, Community Care, Acute Care, Dementia Care and Rehabilitation.
- The IAP team and all psychological therapies had been brought together in Longden House. There had been a lot of work on crisis resolution and home treatment. Discussions with TWC and the Foundation Trust about the further integration of services were on-going and mental health services had been integrated into First Point. E-clinics were being piloted in Telford to make better use of resources and to speed up response times.
- A primary care pathway for dementia was being developed and a Steering Group had been set up to oversee the local implementation of the National Dementia Strategy. Work was being done to analyse local populations and the number of referrals to determine locality team resources for each area based on need. Staffing and referral rates would be monitored so resources could be adjusted.
- Rehabilitation was not a work-stream within the modernisation programme but was an issue that needed to be addressed and there were discussions regarding integrated services and links to rehabilitation and re-ablement services. Modelling had been done to identify the likely demand for rehabilitation support. The death of supported accommodation was being looked at, and options for a community rehabilitation team and small support unit in Telford and Wrekin or Shropshire were being considered.
- The introduction of the functionalisation model in 2010 had brought about a significant change in acute care. Two dedicated consultants worked on a rotational basis and a discharge co-ordinator had been recruited. This had reduced the number of acute admissions and length of stay which had reduced the demand for beds.
- The wider work programme included further liaison with the acute hospitals to develop care pathways, a review of CAMHS services (especially tier 3) resulting in a number of recommendations around improving early intervention and broadening accessibility, work on suicide prevention, and a West Midlands peer

review of the service's self-assessment which would make recommendations for improvement.

- Much work had been done on health promotion campaigns and programmes with little funding. The Lifestyle Risk Management team at First Point had seen 46,000 people last year which it was hoped would make a big difference over time.
- The Autism Strategy would be developed by December 2011 and the Action Plan by March 2012 to implement the Rewarding and Fulfilling Lives strategy. A key issue was the statutory requirement to train staff who provide services to adults with autism. The Trust was working with a national expert on adult social care on this.
- A Modernisation Sub-Committee had been set up to monitor quality and performance. A recent CQC inspection showed the Trust had done well in some areas. Shelton had been a potential risk area but the CQC standards had been met.
- Key areas for further development included dementia primary care and services and consultation with dementia sufferers; to complete the CAMHS review especially around tier 3; complete the ASC strategy and action plan; effective communication.

Members asked a number of questions and the following information was provided:

How is the purpose-built new facility (the Redwood Centre) being funded, and will there be sufficient bed-capacity to meet needs?

The new build is funded by contributions from Shropshire and Telford & Wrekin PCTs and by the Foundation Trust from reserves and loans. The 2 PCTs agreed the model as part of the full business case. As part of its Foundation Trust application, the Trust had satisfied Monitor of its financial robustness and the project had been signed-off by Monitor as part of this process. The funding is held by the PCTs and transferred to the Trust as required. The funding was deemed secure except that 0% had been built in for inflation and the impact of inflation had to be built into the model. Staffing was being closely monitored to identify efficiencies that needed to be made.

There will be 5 pods of 16 beds in the facility and 22 beds will be commissioned for people of Telford & Wrekin. It was anticipated that there would be enough capacity within the facility to commission extra beds if needed, especially as Powys was decommissioning beds. There would also be space on-site to build a 6th pod if necessary.

How is the programme of bed reductions and the deployment of community teams progressing?

The Foundation Trust had developed a Change Management Plan for modernisation which mapped out detailed staffing needs, grades and work force development plans for the community teams. Training was on-going so that staff could be put in place before beds were closed.

The programme was progressing well and earlier delays in the redeployment of staff to the community had been addressed with staff now moving into post. Bed and ward closures would be managed through a phased approach so that closures would only happen once teams were trained and in place to support people in the community. There had been concerns that this had not happened with the closure of Lime Ward, some of which were due to a lack of communication.

Beech Ward in Whitchurch hospital had now closed. A Review Group of local stakeholders and GPs had been set up as consultees and had met regularly throughout the process. The introduction of the Discharge Co-ordinator had had a big impact on reducing the number of hospital admissions and only 2 beds on Beech Ward were occupied when it was closed. Alternative provision was available in the community or beds were available at Shelton. The Review Group and the Healthy Communities Scrutiny Committee in Shropshire had agreed that the beds in Beech Ward were no longer needed and it was felt there had been no impact from the closure.

Have any potential issues been identified?

There was some pressure on older people and male adult beds, and some patients from Staffordshire had been admitted to Shelton because of service pressures in Staffordshire. The position was being tracked daily so that there was a good understanding of what was needed and actions could be put in place to address any issues.

Do you consider and monitor the overall financial stability of the Trust when contracts are let, and do you receive good monitoring information from the Trust?

The Trust's full AGM accounts had been scrutinised. The Trust had also provided financial information to Monitor as part of the Foundation Trust application process. For the Modernisation programme, information about staff posts and grades and costs of services had been provided to the PCT and scrutinised by the finance team, by the Strategic Health Authority and by Monitor. There was also now a better understanding of the Trust structures and who to go to for information so that when information was requested it was usually provided.

Is service provision driven by the PCT and how do you address areas of underperformance?

Service provision is driven by the PCT and any loopholes identified are filled. The Foundation Trust produces a regular Price Activity Matrix which is monitored and used to monitor the cost of services and any areas of underperformance. An assurance group receives monthly reports on the five work streams so areas of underperformance can be picked up and addressed.

Are mental health services represented on the Clinical Commissioning Group (CCG)?

The Lead Joint Commissioning and Contracting Manager had given a presentation to the CCG Board and the Professional Executive Committee GP lead provided a link to the CCG so there is a flow of information. A learning event had been held with GPs to improve their understanding of anxiety, personality disorders and mental health issues and about voluntary and support organisations that work with people with mental health issues.

There are currently 2 admiral nurses in Telford & Wrekin. Are there any plans to increase this?

A clinical psychologist for older people and a clinical psychologist for people with speech and language disorders will be recruited and the skills specifications are being developed.

Do staff in the acute hospitals receive mental health training?

The Delayed Transfer of Care teams had identified an issue with the lack of mental health experience of general nurses and this was now being looked at. The liaison team had done training with junior doctors. This was an along-standing issue and although there has been little progress in the past the hospital was now receptive to the issue and it was felt that things were moving in the right direction.

A member of the Committee made the point that a Royal College of Nursing report had raised the issue of the lack of practical experience in nursing training.

When consulting on dementia, will the families and carers of dementia sufferers be included in the consultation?

This is being looked at with a view to including them.

How much training and support do carers receive to look after people at home?

The Lead Joint Commissioning and Contracting Manager is chair of the Carers' Partnership Board and will ask for feedback and provide a written report to the Committee.

It was suggested that if members had further questions relating to quality issues of commissioned services, the Lead Commissioner for Quality and Contracting could be invited to a future meeting.

HSC-9 WEST MIDLANDS AMBULANCE SERVICE

An update on previous scrutiny of the West Midlands Ambulance Service Make Ready and Estates Review had been circulated to Members.

The Chairman reported that he had attended a Regional Health Scrutiny Chairs' meeting in Hereford on 20th September to receive a presentation from the West Midlands Ambulance Service (WMAS) on the Regional Make Ready System. This showed plans for an ambulance hub in Donnington in Telford and Wrekin. Members of the Committee warmly welcomed this news which allayed previous concerns about the lack of a hub within the borough. The presentation also covered the introduction of a new pathway for 999 calls (the Capacity Management System – Directory of Services) which aimed to improve efficiency for the ambulance service and patients by directing non-life threatening calls to other appropriate services to avoid inappropriate ambulance journeys. The system was being introduced through a phased roll out.

RESOLVED

That a representative from WMAS would be invited to the next meeting of the Committee to discuss the Make Ready system and the 999 pathway.

HSC-10 FORWARD PLAN

Members considered the items on the Forward Plan.

The Chairman reported that a presentation had been given at the Regional Health Scrutiny Chairs' meeting in Hereford on 20th September on the national autism strategy "Fulfilling and Rewarding Lives" and the statutory guidance for implementation by local authorities and health bodies published in December 2010. The Chairman had been disappointed to note that the guidance did not apply to education. The Chairman recommended that the Autism Strategy should be included in the work programme and that the Development Manager from Autism West Midlands is invited to the next meeting and this was agreed.

RESOLVED

That the agenda for the next meeting would include the WMAS Make Ready and pathway for 999, and the Autism Strategy and the date would be agreed by e-mail depending on the availability of attendees.

The meeting ended at 8.00 p.m.

Chairman:

Date:

Appendix 1

Decisions on work programme items from meeting on 25th August 2011

	Suggestion	Committee	Type of Review
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15	Cost to Council from withdrawal of CHC funding	ASC	Identified as a priority.
16	Adult Social Care strategy/services	ASC	
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20	Adult Safeguarding	ASC	
21	Ophthalmology		Report requested from Community Trust on behalf of JHOSC
22	Musculoskeletal		Report requested from Community Trust on behalf of JHOSC
23	Reablement services	ASC	Report to Cabinet in September on reablement proposals

LICENSING COMMITTEE

Minutes of a meeting of the Licensing Committee held on Wednesday 7th September 2011 at 6.00 pm in the Reception Suite, Civic Offices, Telford

PRESENT

Councillors C Mason (Chair), A Mackenzie, L Murray, R Picken, T Hope (joined the meeting at 6.16pm), J Seymour (joined the meeting at 6.35pm).

Officers in attendance: Suzanne Fisher – Public Protection Team Leader, Ian Mercer – Public Protection Service Delivery Manager, Michael Barker – Head of Housing & Planning, Lorraine Fowkes - Solicitor, Phil Griffiths – Democratic Services Manager, Wendy Buckley - Democratic Services Support Officer and Andrew Roberts – Democratic Services Officer.

LC-01 MINUTES

RESOLVED – that the minutes of the meeting of the Licensing Committee held on the 23rd March 2011 be confirmed and signed by the Chairman.

LC-02 APOLOGIES FOR ABSENCE

Councillors J Thompson and R Scammell.

LC-03 DECLARATIONS OF INTEREST

None.

LC-04 REVIEW OF POLLING DISTRICTS AND PLACES

The Democratic Services Manager presented the report of the Head of Governance which sought approval to commence a review of the polling districts and the polling places in the two parliamentary constituencies in the Borough in accordance with the Representation of the People Act 1983 (as amended by the Electoral Administration Act 2006). Attached to the report was a Background Information and the Returning Officer's Proposals Document which would be subject to formal consultation over the specified two month period.

RESOLVED – that authority be delegated to the Electoral Services Manager to commence a review of polling districts and polling places in the Borough, by publishing a Notice of Start of Review and the Background Information and Returning Officer's Proposals document attached to the report on 12 September 2011 and inviting comments thereon and to take all steps necessary to implement and facilitate the review of polling districts and polling places in the Borough.

LC-05 HACKNEY CARRIAGE & PRIVATE HIRE CONSULTATION

The report of the Service Delivery Manager – Public Protection was received which sought to inform Members of the results of the recent consultation on the review of conditions of license for Hackney Carriages and Private Hire/Dual Drivers.

Comments were received which outlined concerns in relation to the types of vehicles which would be placed on a designated list, particularly vehicles which had the same 'turning circle'. Members were informed that it was not known which vehicle types would be placed on the list until after consultation at which point the list would be formulated.

In connection with disability groups the Committee was referred to appendix E of the report.

Councillor Seymour was concerned with the high fee required for the current NVQ test of over £1100 which since the commencement of the current consultation the external funding for which had been withdrawn. Members considered that given the current economic climate it would not be appropriate to introduce this revised condition for all existing drivers.

RESOLVED –

- (a) that in respect to the conditions relating to Private Hire Vehicle Drivers and Dual Drivers that Condition 7.2 (a) should be retained as currently worded and that Condition 7.2 (b) should be amended to read as follows:
“That a DSA Driving Test shall be taken by all existing Private Hire Drivers (and Dual Drivers) within 24 months (of this condition coming into force).”**
- (b) in respect to the Hackney Carriage Vehicle License Conditions that Condition 3.2 should be retained as currently worded.**
- (c) In respect to the Private Hire Vehicle licence Conditions that Condition 4.8 should be amended to read as follows:
“The Council will only license suitable vehicles which do not exceed that age limit for motor cars and Multi Purpose Vehicles (or for purpose built or adapted minibuses) of seven years. Vehicles to be tested every six months from five years of age in line with best practice guidance. However no vehicle to be over 5 years of age when first licensed.”**

N.B Councillor J Seymour did not vote on any of the above resolutions.

LC-06 LICENSING SUB-COMMITTEE

The Solicitor presented the report of the Head of Governance which sought the establishment of a Licensing Sub-Committee with regards to hackney carriage and private hire related applications, renewals and reviews.

Members were reminded that there was already a Licensing Sub-Committee for Licensing Act 2003 and Gambling Act 2005 matters the title of this new Committee (if approved) would be Licensing Sub-Committee (Hackney Carriage and Private Hire Licences).

It was suggested that a Licensing Sub-committee drawn from the membership of 10 members of the Licensing Committee with a quorum of 3 would reduce the time spent in committee and represent a more appropriate environment for hearings and would be easier to arrange.

Members agreed in principle to the creation of a sub-committee but felt that it would be more appropriate to have a quorum based on 5 (with the provision for a substitute to be available on the day of the hearing). It was also suggested and agreed that refresher or basic training should be provided and it was confirmed that a session would be arranged.

RESOLVED – by unanimous vote -

- (a) that Hackney Carriage and Private Hire related applications, renewals and reviews to be delegated to a Licensing Sub-Committee (Hackney Carriage & Private Hire Licences).**
- (b) that all Members of the Licensing Committee be appointed for selection to the Licensing Sub-Committee (Hackney Carriage & Private Hire Licences).**
- (c) that the Terms of Reference for the Licensing Sub-Committee as attached at Appendix A of the report be approved subject to the quorum of the Sub-Committee being increased to five members.**
- (d) that political balance requirements in connection with the Licensing Sub-Committee (Hackney Carriage & Private Hire Licences) be waived.**

LC-07 TAXI AND PRIVATE HIRE VEHICLES FORUM – APPOINTMENT OF TELFORD & WREKIN MEMBERS

The Chairman advised that four Councillors from the Licensing Committee were required to be appointed to the Taxi & Private Hire Vehicles forum for 2011/12.

RESOLVED – that

- (a) Councillors T Hope, C Mason, R Picken and J Seymour be appointed to the Taxi & Private Hire Vehicle Forum for 2011/12.**
- (b) that the Members not in attendance at this meeting be approached for their availability as Substitute members to the Forum.**

The meeting ended at 7.15 pm.

Chairman:

Date:

PLANS BOARD

Minutes of a meeting of the Plans Board held on Wednesday, 24 August 2011 at 6.00pm in the Reception Suite, Civic Offices, Telford, Shropshire

PRESENT: Councillors J C Minor (Chairman), N A Dugmore, I T W Fletcher (as substitute for Councillor R T Kiernan), K R Guy, A S Jhawar, J Loveridge, A A Meredith, S A W Reynolds, C R Turley

PB-030 MINUTES

RESOLVED – that the minutes of the meeting of the Plans Board held on 3 August 2011 be confirmed and signed by the Chairman

PB-031 APOLOGIES FOR ABSENCE

Councillor R T Kiernan

PB-032 DECLARATIONS OF INTEREST

Councillors J Loveridge and C R Turley declared a personal interest in planning application TWC/2011/0594.

PB-033 DEFERRED/WITHDRAWN APPLICATIONS

None.

PB-034 SITE VISITS

RESOLVED – that a Site Visit takes place on Wednesday, 14 September 2011 at 4.00pm in respect of planning application TWC/2011/0546 - 57 Park Street, Madeley, Telford, Shropshire, TF7 5LD

PB-035 PLANNING APPLICATIONS FOR DETERMINATION

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2011/0546, W2004/0980, TWC/2011/0488 and TWC/2011/0600.

(a) TWC/2011/0002 Cartridge World & Plumbing Centre, Alexandra Road, Wellington, Telford, Shropshire, TF1 1RS

The application sought outline planning permission for residential development to include access, layout and scale, following demolition of existing buildings. Other matters were reserved to be addressed in a future application.

Following confirmation of the number of protected trees to be retained on site, and the number to be replaced, Members welcomed this proposal.

RESOLVED – that with respect to planning application TWC/2011/0002 the Head of Housing & Planning be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement relating to the provision of £44,278 towards education provision, £600 per dwelling towards recreation and

provision of 4 affordable units of accommodation and further subject to the conditions as set out in the report.

(b) TWC/2011/0470 44/46 High Street, Hadley, Telford, Shropshire, TF1 5NG

This was a proposal for the change of use of nos 44 and 46 High Street Hadley from retail (class A1) to hot food takeaway use (class A5). The owner of the shop had a potential tenant who was interested in opening a hot food takeaway selling Portuguese food. Hadley and Leegomery Parish Council had requested that this application be determined by Plans Board.

Mr C Potts, Clerk to Hadley & Leegomery Parish Council, spoke against the proposal in terms of additional traffic congestion, the potential adverse impact of late opening hours, an excess of takeaway businesses in the vicinity and the impact on nearby residential amenity. He suggested that if Members were minded to grant this application, consideration be given to revising the opening hours.

The potential tenant for the premises, Mr B Hall, spoke in favour of this application which he claimed would provide a unique niche outlet in the area and he addressed concerns regarding traffic congestion, parking, noise and litter by advising that the business would be likely to operate primarily through a delivery service. He noted that the premises had been vacant for some time and the proposed occupation would improve the appearance of the area, comments which were supported by the owner's representative, Mr Hussein.

Members considered that the proposals would enhance the vitality of the area although some concern was expressed about the potential for littering in the vicinity.

RESOLVED – that with regard to planning application TWC/2011/0470 the Head of Housing & Planning be authorised to investigate the provision of litter bins at the site and approve this application subject to any suitable condition in that regard as well as the conditions set out in the update report.

(c) TWC/2011/0488 Phases 3 & 4 Lawley Village, Lawley Drive, Lawley, Telford

This report was read and considered in conjunction with the report for planning application W2004/0980. This was an application for the erection of 434 dwellings with associated roads, footpaths, landscaping works including allocation for a MUGA. The application formed phases 3 & 4 of Lawley Sustainable Urban Extension, a major new housing area with a local centre that was at the time of the meeting in the course of construction. An update report was tabled addressing design revisions, drainage/flood risk assessment, parks and open space and highways.

Although some disappointment was expressed that it was no longer proposed to provide flexible mixed use buildings along Main Street and that the developers were proposing housing only, the increase in parking ratios for the proposed dwellings was welcomed along with a reduction in courtyard parking. Members received clarification from officers that the Public Art budget had not yet been fixed and also regarding the Authority's understanding of the developer's commitment to delivery of the proposals.

RESOLVED – that with respect to planning application TWC/2011/0488, subject to Members accepting the report to vary the S106 agreement by approval in writing or formal deed of variation as appropriate for planning application W2004/0980 the Head of Housing & Planning be authorised to revise and include additional planning conditions and to grant approval of reserved matters subject to the

conditions detailed in the report and the additional conditions set out in the update report.

- (d) TWC/2011/0511 Traffic Roundabout at entrance to Telford Forge Retail Park, Colliers Way, Telford, Shropshire, TF3 4PA

This was a Council application to display three advertisement boards advertising local businesses on the roundabout on Colliers Way, at the junction with the entrance to Telford Forge Retail Park.

RESOLVED – that with respect to planning application TWC/2011/0511 advertisement consent be granted subject to the conditions as set out in the report.

- (e) TWC/2011/0534 13 Haybridge Avenue, Hadley, Telford, Shropshire, TF1 5JP

This was a proposal for the erection of a detached single garage to be located to the rear of 13 Haybridge Avenue. Borough Councillor L A Murray had requested that this application be determined by Plans Board. This application had been deferred to enable Members to undertake a site visit.

Mr C Styles, the applicant's representative, spoke in favour of the proposal, explaining the background to the application and pointed out that the proposal was not unique as there were other, larger garages already on site which Members had seen during the site visit. Mr Styles advised that the Applicant was willing to scale-down the proposals further if this would make them acceptable.

Some Members expressed concern regarding the loss of car parking space which would result from this application but some Members considered that the application would be acceptable if the garage was shorter or set back by one metre to limit protrusion.

RESOLVED – that with respect to planning application TWC/2011/0534 the Head of Housing & Planning be authorised to negotiate with the applicant with a view to a revised scheme for a garage being submitted which ensures that the garage does not protrude more than 1m into the communal parking area and to approve such an application subject to appropriate conditions.

- (f) TWC/2011/0546 57 Park Street, Madeley, Telford, Shropshire, TF7 5LD

The application sought a minor material amendment to W2009/0385 for the erection of 2no. two bed apartments. Planning permission was granted in 2009 and the apartments had been built. However the development had not been constructed in accordance with the approved plans. This application had, therefore, been submitted to regularise the situation. Borough Councillor P Watling had requested that this application be determined by Plans Board. An update report was tabled addressing comments made by a local resident which had been circulated to Board Members in advance of the meeting. Members were reminded that the principle of development had previously been approved, and the scale of the development had not changed, however the main amendment involved the design of the roof.

Local residents Mr R Hardman, Mrs R Duncombe and Mrs C Poynter spoke against the application regarding the development as built compared to W2009/0385 approved plans, character and appearance in particular the gable roof being out of character with the majority of hipped units surrounding the area, scale and design, and the impact on

adjoining residential amenity with particular regard to loss of light, loss of privacy, overlook and parking. Mr Hardman urged the Board Members to undertake a site visit.

Mr M Cotton, the applicant's agent, spoke in favour of the application, including in his comments details of the applicant's attempts to preserve the character of the street scene and maintain a similar footprint to the design of W2009/0385 plans.

RESOLVED – that determination of planning application TWC/2011/0546 be deferred to allow the Board Members to make a Site Visit.

(g) TWC/2011/0594 Land off Beaconsfield, Brookside, Telford, Shropshire, TF3 1LW

This was a Council application relating to the provision of a children's play area and goal end and was intended to be used predominantly by local children and young people for play, football, basketball and socialising but it was considered that the proposed enhanced recreational venue could also provide opportunities for occasional small localised events to promote positive healthy activities.

Mrs G Bailey, Deputy Parish Clerk at Stirchley and Brookside Parish Council, spoke in favour of this application, particularly detailing the history of consultation undertaken by the Parish Council to ensure that the facilities represented local needs.

Members were very pleased to receive this proposal for the provision of much-needed play facilities in this area.

RESOLVED – that with respect to planning application TWC/2011/0594 planning permission be granted subject to the conditions as set out in the report.

(h) TWC/2011/0600 Playing Field - off Field View, Waters Upton, Shropshire, TF6 6NN

This was a Council application to provide a children's equipped play area on a small area of open land situated off the main road through Waters Upton, adjacent to Field View and opposite Quarry View.

Whilst Members welcomed this proposal, they were also mindful of the highway safety concerns raised in the update report tabled at the meeting.

RESOLVED – that with regard to planning application TWC/2011/0600 the Head of Housing & Planning be authorised to further investigate improvements to pedestrian access to the site and approve this application subject to any necessary highway condition as well as the conditions set out in the update report.

(i) TWC/2011/0613 Playing Field - off Wrekin View, Wrockwardine Village, Shropshire, TF6 5DL

This was a Council application for the provision of a children's equipped play area on the existing recreation area off Wrekin View in Wrockwardine village.

Members welcomed the provision of play facilities in this area although some Members raised concerns about health and hygiene as the area was also used for dog walking and it was suggested that suitable fencing or signage would address this; Planning

Officers stated this could be addressed through the condition verbally suggested at the meeting for further details of the equipment prior to commencement.

RESOLVED – that with respect to planning application TWC/2011/0613 planning permission be granted subject to the conditions as set out in the report in addition to a condition regarding details of the proposed equipment.

(j) W2004/0980 Land at, Lawley, Telford, Shropshire

This report was read and considered in conjunction with the report for planning application TWC/2011/0488. It sought agreement from the Board to the variation of an existing Section 106 Agreement for Lawley Sustainable Urban Extension. The proposal before the Board was for a reduction in the requirement for 25% affordable dwellings for phases 3 & 4 at Lawley to 15% comprising 10% shared ownership (or similar) and 5% social rented. In addition, the applicants also requested the deferment of some of the originally agreed payments for the new school, bus subsidy, traffic management and sports pitches. An update report was tabled as the applicants had requested some flexibility in the recommendations to be introduced to allow the required changes to the Section 106 obligations to be achieved by either a written approval (to the changes) or a formal deed of variation as appropriate.

Members expressed bitter disappointment at the proposed loss of affordable housing at this site but, noting that the reduction applied only to Phases 3 and 4 of the Lawley development and also that the proposals were based on a viability appraisal, Members regretfully considered that the proposals were acceptable in the current economic climate in order to support continued development at Lawley.

RESOLVED – that with respect to planning application w2004/0980 the Head of Housing & Planning be authorised to agree variations to the Section 106 Agreement by approval in writing and/or formal deed of variation as appropriate including:

1. To defer payments in accordance with the table attached to the report or in accordance with any minor variations to the table as agreed between the Head of Housing & Planning and the Chair of Plans Board
2. In relation to the affordable housing requirements for phases 3 & 4 only to permit a reduction from 25% affordable housing units to 15% affordable housing units comprising 10% shared ownership (or similar) units and 5 % social rented units.

The meeting ended at 7.36pm

Chairman:

Date:

PLANS BOARD

Minutes of a meeting of the Plans Board held on Wednesday, 14 September 2011 at 6.00pm in the Reception Suite, Civic Offices, Telford, Shropshire

PRESENT: Councillors J C Minor (Chairman), N A Dugmore, I T W Fletcher (as substitute for Cllr A A Meredith) K R Guy, A S Jhawar, R T Kiernan, L A Murray (as substitute for S A W Reynolds), B J Thompson (as substitute for Cllr J Loveridge) and C R Turley

ALSO PRESENT: Councillor C F Smith (for planning application TWC/2011/0574)

PB-036 MINUTES

RESOLVED – that the minutes of the meeting of the Plans Board held on 24 August 2011 be confirmed and signed by the Chairman

PB-037 APOLOGIES FOR ABSENCE

Councillors J Loveridge, A A Meredith and S A W Reynolds

PB-038 DECLARATIONS OF INTEREST

Councillor B J Thompson declared a personal and prejudicial interest in planning applications TWC/2011/0022 and TWC/2011/0094 and indicated that he would leave the room during determination thereof.

Councillor I T W Fletcher declared a personal and prejudicial interest in planning application TWC/2011/0376 and indicated that he would leave the room during determination thereof.

PB-039 DEFERRED/WITHDRAWN APPLICATIONS

None.

PB-040 SITE VISITS

RESOLVED – that the following Site Visits take place on Wednesday, 5 October 2011:

1. TWC/2011/0574 – 3.30pm – 189 & 191 Trench Road, Trench, Telford, Shropshire, TF2 7DU; and
2. TWC/2011/0376 – 4.00pm – Granville Lodge, Church Street, St Georges, Telford, Shropshire, TF2 9LX.

PB-041 PLANNING APPLICATIONS FOR DETERMINATION

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2011/0022 and TWC/2011/0472.

In accordance with his declaration of interest Councillor B J Thompson left the room during determination of the following application.

- (a) TWC/2011/0022 Sainsburys, Unit 8, Telford Forge Retail Park, Colliers Way, Old Park, Telford, TF3 4AG

This was a proposal for the variation of condition 13 of planning application W95/0969 and condition 21 of planning application W97/0108 (as amended by W2010/0029) to increase the non-food floorspace at the site from 21,019 square metres to 27,799 square metres. The application had been deferred at Plans Board on 22 June 2011 and the proposals were considered in conjunction with planning application TWC/2011/0094. An update report was tabled at the meeting.

Mr J Tsai, a local resident, spoke against the proposals on the grounds that they were in contravention of planning policy and would adversely impact local residential amenity.

Ms C Morrison, speaking against the application on behalf of Telford Trustees, argued that the proposals were out of centre and, therefore, not in accordance with current planning policy. She emphasised that Telford Trustees had made continued investment in the Primary Shopping Area (PSA) despite the prevailing economic climate which had already forced some key retailers to close, and expressed concern that the proposals would undermine these efforts. She pointed out that there would be a detrimental impact on the PSA, which would include hindering efforts to find a replacement supermarket when Asda vacated the Shopping Centre, because the effect of the proposals would be for Sainsbury's to become the largest supermarket in the area. This could have an adverse impact on employment which would counter-balance the jobs purported to result from the proposals. In summary, she considered that there was no justification for the application when opportunities for development remained in the PSA.

Mr D Lazenby, the Applicant's Agent, spoke in favour of the application which he claimed would result in an enhanced shopping environment, improved access and increased customer choice within an environmentally sustainable site. He pointed to increased employment and design amendments to address landscaping and amenity issues. He considered that the application would allow competition with other businesses at Forge Retail Park selling similar goods and was therefore not in contravention of policy OP5. He referred to recent government guidance and ministerial statements which did not support disaggregation of business and argued that the proposals were, therefore, not in contravention of planning policy. He concluded that the proposals would be beneficial for Telford.

In response, the Planning Officer referred Members to his report which comprehensively addressed issues surrounding planning policy (including PPS4, CTAAP and OP5) and his conclusion that the application failed the Sequential Analysis. He referred to objections received regarding loss of residential amenity and also objections from Morrisons and Telford Trustees, both citing current planning policy, and considered that investor confidence was a material planning consideration in this case.

The Head of Housing and Planning advised Members that this was the first test of an important policy document which had been considered at some length by Officers and an Independent Planning Inspector and he considered that the Authority therefore benefitted from one of the most up-to-date adopted planning policies in the country. He advised that guidance referred to by Mr Lazenby was a Draft Framework for consultation

which had already been subject to considerable opposition. He explained that despite being an extension of the existing Sainsbury's site, the application represented the provision of new floorspace and therefore was subject to the application of current policy.

Some Members expressed support for both applications TWC/2011/0022 and TWC/2011/0094 and made comments which included opinions that the applicants had entered into discussions prior to the introduction of CTAAP and therefore should not be subject to it, that some sites considered as part of the Sequential Analysis were unsuitable and that the application would provide employment opportunities and highways improvements to the area. However, some Members considered that there was sufficient space within the Town Centre which gave opportunities for the applicants to diversify from their current business model and disaggregate food and non-food retail. Having thoroughly considered the reports for planning applications TWC/2011/0022 and TWC/2011/0094 and the update report tabled at the meeting relating to planning application TWC/2011/0022, having heard from Public Speakers and receiving the professional opinions of Officers, for reasons of planning policy and strategy a majority of Members considered that they were not in a position to grant planning permission.

RESOLVED that planning application TWC/2011/0022 be refused for the following reasons:-

- 1) **The Local Planning Authority considers that there are sequentially preferable town centre/edge of centre locations which could accommodate the proposed development. Development in this out of centre location would be contrary to the Spatial Development Strategy for the Borough as set out in the Core Strategy and would seriously undermine the Council's efforts to ensure that the town centre remains at the hub of the service centre hierarchy and the Council's objective of regenerating Telford town centre. The proposal conflicts with Policies CS4 of the adopted Core Strategy, CT2 of the adopted Central Telford Area Action Plan and EC15 of Planning Policy Statement 4.**
- 2) **The proposal is contrary to Policy OP5 of the adopted Central Telford Area Action Plan and to Policy EC16.1 of Planning Policy Statement 4. In the absence of reasoned justification, the proposed development in the opinion of the Local Planning Authority would be likely to have an unacceptable detrimental impact on the vitality, attractiveness and viability of Telford Town Centre and would be likely to establish an undesirable precedent for the further development for retail purposes at out-of-centre locations which would undermine existing and potential investor confidence in Telford Town Centre.**

(b) TWC/2011/0032 Queens Arms, Southall Road, Dawley, Telford, Shropshire, TF4 3LY

This application sought full planning permission for the conversion of the existing vacant Queens Arms Public House to provide 4no. 2 bedroom flats and 1 no. 1 bedroom flat. Councillor F Bould, Borough Ward Councillor, had requested that the application be determined by the Plans Board. This application was considered in conjunction with planning application TWC/2011/0052.

Members expressed some concerns about parking provision but generally welcomed reinvigoration of the site.

RESOLVED – that with respect to planning application TWC/2011/0032 the Head of Housing & Planning be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement relating to the provision of a contribution of £2000 towards double yellow lines in the turning head on Rowan Avenue and further subject to the conditions as set out in the report

- (c) TWC/2011/0052 The Queens Arms, Southall Road, Dawley, Telford TF4 3LY

This application sought full planning permission for the erection of 2No. three bed semi-detached houses and 1No. three bed detached house. Each of the properties would have an integral single garage and parking space, and amenity space to the rear. This application was considered in conjunction with planning application TWC/2011/0032 and the content of the debate is detailed above at minute number PB-041(b).

RESOLVED – that with respect to planning application TWC/2011/0032 the Head of Housing & Planning be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement relating to the provision of a contribution of £2000 towards double yellow lines on Hinkshay Road and further subject to the conditions as set out in the report.

In accordance with his earlier declaration of interest Councillor B J Thompson remained absent from the room during determination of the following application.

- (d) TWC/2011/0094 Sainsburys, Unit 8, Telford Forge Retail Park, Colliers Way, Old Park, Telford, Shropshire, TF3 4AG

This proposal was for full planning permission for the erection of a store extension (Class A1) to the side and front of the existing store at the Forge Retail Park together with alterations to car parking layout, new parking deck, landscaping, relocated recycling facilities and associated plant. This application had been deferred at the Board meeting on 22 June 2011 with a requirement that the applicant provided further sequential assessment. The proposals were considered in conjunction with planning application TWC/2011/0022 and the content of the debate is detailed above at minute number PB-041(a).

RESOLVED that planning application TWC/2011/0094 be refused for the following reasons:-

- 1) The Local Planning Authority considers that there is a number of sequentially preferable town centre/edge of centre locations which could accommodate the proposed development. Development in this out of centre location would be contrary to the Spatial Development Strategy for the Borough as set out in the Core Strategy and would seriously undermine the Council's efforts to ensure that the town centre remains at the hub of the service centre hierarchy and the Council's objective of regenerating Telford town centre. The proposal conflicts with Policies CS4 of the adopted Core Strategy, CT2 of the adopted Central Telford Area Action Plan and EC15 of Planning Policy Statement 4.
- 2) The proposal is contrary to Policy OP5 of the adopted Central Telford Area Action Plan and to Policy EC16.1 of Planning Policy Statement 4. In the absence of reasoned justification, the proposed development in the opinion of the Local Planning Authority would be likely to have an unacceptable detrimental impact on the vitality, attractiveness and viability of Telford Town

Centre and would be likely to establish an undesirable precedent for the further development for retail purposes at out-of-centre locations which would undermine existing and potential investor confidence in Telford Town Centre.

- 3) Part of the site is designated as green space as defined in the adopted Central Telford Area Action Plan. In the opinion of the Local Planning Authority the proposal has failed to recognise the importance of this green space in terms of its function as a landscape and amenity feature and the importance this space provides interlinking to the wider green spaces and green network in the locality. Accordingly, the proposal is contrary to Policies CT20 and CT21 of the adopted Central Telford Area Action Plan and Policy OL3 of the Wrekin Local Plan.
- 4) The Local Planning Authority considers that the proposed car parking deck involving the loss of existing landscaping and due to its siting hard up to neighbouring boundaries would result in an overly harsh and incongruous design element in a prominent location when viewed from the approach roads and close to adjoining residential properties causing material harm to the quality of the environment and existing neighbouring uses in the locality, which would be detrimental to visual and residential amenities and thereby contrary to Policies CT10, CT15, CT20 and CT17 of the adopted Central Telford Area Action Plan and Policy UD2 of the Wrekin Local Plan.

- (e) TWC/2011/0472 1-8 Turreff Bungalows, Wrockwardine, Shropshire, TF6 5DF

This application, considered in conjunction with TWC/2011/0473 below, sought consent for the demolition of the existing 8 x 1 bed single storey bungalows, and the erection of 6 x 2-bedroom bungalows with new access road and vehicular parking. The existing units provided social rented accommodation and this proposal would retain this tenure managed through a Registered Social Landlord. An update report was tabled at the meeting.

Mr J Hall, local resident, spoke against the proposals, referring to the bullet points on page 63 of the agenda and highlighting concerns regarding loss of light and roof design, and seeking clarification regarding the type of tile to be used, the presence of asbestos and the loss of mature trees on the site.

Mr T Russell, the applicant's agent, spoke in favour of the application focussing on design details and Ms R North, for the applicant, spoke regarding housing need in the area.

Although understanding the concerns of local residents, Members were generally supportive of the proposals with some Members commenting upon the success of similar schemes in the Borough. The Planning Officer detailed the Planning Considerations in the report, confirmed that the applicant had been cautioned for felling trees without consent and clarified the number of replacement trees.

RESOLVED – that with respect to planning application TWC/2011/0472 the Head of Housing & Planning be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement relating to the provision of 100% affordable housing and further subject to the conditions as set out in the report.

(f) TWC/2011/0473 1-8 Turreff Bungalows, Wrockwardine, Shropshire, TF6 5DF

This application sought Conservation Area Consent for the demolition of the existing 8 x 1 bed single storey bungalows. This application was considered in conjunction with planning application TWC/2011/0472 and the content of the debate is detailed above at minute number PB-041(e).

RESOLVED – that with respect to planning application TWC/2011/0473 conservation area consent be granted subject to the conditions as set out in the report.

(g) TWC/2011/0546 57 Park Street, Madeley, Telford, Shropshire, TF7 5LD

This application sought a minor material amendment to W2009/0385 for the erection of 2no. two bed apartments. Planning permission had been granted in 2009 and the apartments had been built. However the development had not been constructed in accordance with the approved plans. This application had, therefore, been submitted to regularise the situation and Borough Councillor P Watling had requested that this application be determined by Plans Board. Members were reminded that the principle of development had previously been approved, and the scale of the development had not changed, however the main amendment involved the design of the roof.

This application had been deferred at the last Board meeting to enable Members to undertake a site visit. Referring to that site visit, Members considered that the proposals were acceptable.

RESOLVED – that with respect to planning application TWC/2011/0546 planning permission be granted subject to the conditions as set out in the report.

The meeting ended at 7.44pm

Chairman:

Date:

PLANS BOARD

Minutes of a meeting of the Plans Board held on Wednesday, 5 October 2011 at 6.00pm in the Reception Suite, Civic Offices, Telford, Shropshire

PRESENT: Councillors K R Guy (Vice-Chair in the Chair), N A Dugmore, A S Jhavar, R T Kiernan, J Loveridge, A A Meredith, S A W Reynolds and C R Turley

ALSO PRESENT: Councillor S Davies (for planning application TWC/2011/0734) and Councillor I T W Fletcher (for planning application TWC/2011/0376)

PB-042 MINUTES

RESOLVED – that the minutes of the meeting of the Plans Board held on 14 September 2011 be confirmed and signed by the Chairman.

PB-043 APOLOGIES FOR ABSENCE

Councillor J C Minor.

PB-044 DECLARATIONS OF INTEREST

Councillor A A Meredith declared his predetermination in respect of planning applications TWC/2011/0572 and TWC/2011/0573 and indicated that he would leave the room during determination thereof.

PB-045 DEFERRED/WITHDRAWN APPLICATIONS

None.

PB-046 SITE VISITS

The Development Control Manager advised Members that as applications relating to developments in connection with the Building Schools for the Future programme were scheduled for consideration at forthcoming meetings of the Plans Board it would be prudent to undertake site visits at those locations.

RESOLVED – that planning applications TWC/2011/0572 and TWC/2011/0573 (4 Chetwynd End, Newport, TF10 7JE) be deferred for a site visit to take place on 26 October 2011 commencing at 2.30pm followed by site visits at Newport Girls High School, Mount Gilbert School and High Street, Dawley.

PB-047 PLANNING APPLICATIONS FOR DETERMINATION

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2011/0334, TWC/2011/0376, TWC/2011/0572, TWC/2011/0667 and W2008/0934.

(a) TWC/2011/0334 Former Newport Business Park, Audley Road, Newport, Shropshire, TF10 7DP

This was an application for the erection of 61 residential units on the former Newport Business Park and Hanson's concrete mixing plant. The scheme was predominantly 2 storey save for 6 dwellings that were 2½ storeys with accommodation in the roof space. The scheme comprised 14no x 2 bed houses, 25no x 3 bed houses, 16no x 4 bed houses and 6no x 2 bed flats, resulting in a density of approx 40 dwellings per hectare. The scheme proposed 15% affordable housing which equated to 9 units. Members were reminded that outline planning permission had been granted in 2009 subject to a Section 106 Agreement which had not been signed, hence planning permission had not been granted. The current application was not greatly dissimilar from the outline application.

Mr A Sheldon spoke on behalf of the applicant, Shropshire Homes Limited, in favour of the application, addressing the financial viability appraisal relating to the policy requirement for affordable housing.

Members sought clarification regarding the highways improvements and drainage and expressed disappointment at the reduced level of affordable housing. It was clarified that, if the proposals had not been started within 3 years, the education contribution amount (currently nil) under the Section 106 agreement would need to be reviewed.

RESOLVED – that with regard to planning application TWC/2011/0334 the Head of Housing & Planning be authorised to grant planning permission subject to the applicants entering into a Section 106 Agreement relating to the provision of 15% affordable housing, £45,000 for new off-site LEAP, £15,000 for improvements to Shukers playing fields, £27,000 towards physical works for Safe Routes to School and a provision to the effect that that if, after 3 years, the development has not been commenced, the Education contribution is reviewed and further subject to the conditions as set out in the report, and any other conditions including those relating to noise that the Head of Housing and Planning considers necessary.

(b) TWC/2011/0376 Granville Lodge, Church Street, St Georges, Telford, Shropshire, TF2 9LX

This application sought planning permission for the conversion of the existing Coach House into 1no. dwelling. The application had been amended to include a parking space for the converted unit and the provision of 9 parking spaces for the existing flats in Granville Lodge and bin storage. Councillor I T W Fletcher, Ward Member, had requested that the application be determined by the Plans Board. The application had been deferred at the last Board meeting to enable Members to undertake a site visit.

Councillor I T W Fletcher, Ward Member, spoke against the application predominantly focussing on highways and parking issues.

Mr C Huntley, the Applicant's Agent, spoke in support of the application particularly addressing objections raised by neighbours during consultation.

Members considered that the proposed parking provision was adequate and that the proposals would result in a positive impact upon the character and appearance of the building and the locality.

RESOLVED – that with respect to planning application TWC/2011/0376 planning permission be granted subject to the conditions as set out in the report.

(c) TWC/2011/0574 189 & 191 Trench Road, Trench, Telford, Shropshire, TF2 7DU

This was a retrospective application for the erection of a two storey rear extension.

Wrockwardine Wood and Trench Parish Council had requested that the application be determined by the Plans Board.

The application had been deferred at the last Board meeting to enable Members to undertake a site visit.

Although the Board Members were disappointed that the building had not been built in accordance with previously submitted and approved plans, they considered that, subject to the first floor window being blocked up, the application was acceptable.

RESOLVED – that with respect to planning application TWC/2011/0574 planning permission be granted subject to the conditions as set out in the report and an additional condition relating to the blocking up of the first floor window within three months.

(d) TWC/2011/0667 Wellington Health Centre, Chapel Lane, Wellington, Telford, TF1 1PZ

This was an application which sought planning permission for the change of use of the existing Wellington Medical Practice (D1 use class) to mixed use of medical centre and retail pharmacy (D1 and A1 use classes). Councillor R J Sloan, adjacent Ward Member, and Wellington Town Council had requested that the application be determined by the Plans Board.

Councillor R Aveley, on behalf of Wellington Town Council, spoke against the application particularly referring to the Wrekin Local Plan section 9 paragraphs 5.3.19 and 5.3.23 and stressed the detrimental impact that the proposals would have on the vitality and viability of Wellington District Centre which would result in the displacement of jobs as opposed to job creation. Councillor Aveley also considered that the application site could not be adequately policed and that the loss of consulting rooms would be detrimental to registered patients of the practice. Councillor P Morris-Jones, also on behalf of Wellington Town Council, echoed Cllr Aveley's concerns regarding the impact on the viability of other pharmacies in the locality and the displacement of employment.

Councillor R J Sloan, adjacent Borough Ward Member, spoke in opposition to the application on residential amenity grounds, particularly the adverse impact of late opening hours and the policing of the proposed pharmacy.

Mr P Icke of Gould Singleton Architects and Mr R Saroy of NightChem Pharmacy spoke on behalf of the Applicants in favour of the application, focussing on the provision of high quality services to patients and claimed that the proposals would not have an adverse affect on existing facilities.

Members then had a robust debate which encompassed concerns regarding job displacement, the viability of other pharmacies in Wellington, out of hours provision, the impact on residential amenity, consideration of current PCT requirements and national stock management issues. Members were also dissatisfied with the proposed loss of consulting rooms at what was generally accepted to be a very busy medical practice. Although competition was not considered to constitute a material consideration, the contribution that existing town centre pharmacies made to the viability and vitality in the context of Wellington town centre was considered to be considerable. The relevance of PPS4 was carefully considered in terms of impact on vitality and viability of the town centre where the potential loss of key retailers/pharmacists would have a deleterious effect on the vibrancy of Wellington as a key retail centre. Moreover it was felt that the opening hours as proposed would lead to late night activity and possible anti-social behaviour. It was also considered that the likelihood of anti-social behaviour arising as a result of the proposals could also be deemed to constitute a material planning consideration.

RESOLVED – that planning application TWC/2011/0667 be refused as it was considered that a pharmacy contained within this busy medical centre would probably lead to the closure of existing town centre retail pharmacies and thereby would be likely to have an adverse impact on the viability and vitality of Wellington town centre and that the proposal would result in a detrimental impact on the residential amenity within the locality.

(e) TWC/2011/0734 Vacant Site (formerly Shropshire Lad Pub), Brunel Road, Malinslee, Telford, Shropshire, TF3 2HZ

This was a Council application which sought planning consent for the creation of a neighbourhood equipped area of play (NEAP).

Councillor S Davies, Borough Ward Councillor, spoke in support of the application, which he stated was a long-awaited and welcomed facility for the local residents.

Members of the Board were fully supportive of the application.

RESOLVED – that with respect to planning application TWC/2011/0734 planning permission be granted subject to the conditions as set out in the report.

(f) W2008/0934 Land adjacent to, A41, Newport, Shropshire

This was an application for full planning permission for the construction of a 'Continuing Care Retirement Community' (CCRC). The detailed plans of this application were set out in the report and included provision for 209 residential units, medical, kitchen and laundry services, social and recreational facilities, access and car parking. The concept of the Care Community was to provide accommodation to persons who were in need of care by reason of old age but who were still capable of leading active lives in the general community. The application, therefore, offered a sustainable approach to the provision of care facilities for the elderly with the intention that everything necessary for their care would be available to them on-site, 24 hours a day, every day.

Members acknowledged the need for accommodation suitable for an aging population and received clarification on the intended leasing to age specific tenants. With regard to the proposed highways improvements forming part of the proposed S106 Agreement, concerns were raised regarding whether these would be sufficient and Members were keen for improvements to be extended to encompass Stafford Road as one of the main routes into Newport.

RESOLVED – that with regard to planning application W2008/0934 :-

- (a) **the Head of Housing & Planning be authorised to grant planning permission subject to the owners entering into a Section 106 agreement imposing planning obligations relating to**
 - (i) **the proposed C2 use of the dwellings as part of a continuing care retirement community, and attaching to the proposed section 106 the terms of a standard lease to occupants of the proposed dwellings,**
 - (ii) **a contribution of £15,000 towards the improvement of nearby bus shelters; improvements to nearby footways and crossing of the A41; following consultation with the local ward member by the Head of Housing & Planning improvements to Stafford Road in order to enhance pedestrian access to the town centre from the site; and the provision of a minibus and pool cars**
- (b) **and further subject to the conditions set out in the report and any other conditions that the Head of Housing and Planning considers necessary.**

The meeting ended at 7.58pm

Chairman:

Date:

PLANS BOARD

Minutes of a meeting of the Plans Board held on Wednesday, 26 October 2011 at 6.00pm in the Reception Suite, Civic Offices, Telford, Shropshire

PRESENT: Councillors J C Minor (Chairman), N A Dugmore, I T W Fletcher (as substitute for Councillor R T Kiernan), K R Guy, J Loveridge, A A Meredith, B J Thompson (as substitute for Councillor S A W Reynolds) and C R Turley

ALSO PRESENT: Councillor F M Bould (for planning application TWC/2011/0591) Councillor B H Duce (for planning application TWC/2011/0591) and Councillor A D McClements (for planning applications TWC/2011/0666 and TWC/2011/0748),

PB-048 MINUTES

RESOLVED – that the minutes of the meeting of the Plans Board held on 5 October 2011 be confirmed and signed by the Chairman.

PB-049 APOLOGIES FOR ABSENCE

Councillors A S Jhawar, R T Kiernan and S A W Reynolds

PB-050 DECLARATIONS OF INTEREST

Councillor A A Meredith declared his predetermination in respect of planning applications TWC/2011/0572 and TWC/2011/0573 and indicated that he would leave the room during determination thereof.

Councillor C R Turley declared a personal and prejudicial interest in planning application TWC/2011/0591 and indicated that he would leave the room during determination thereof.

PB-051 DEFERRED/WITHDRAWN APPLICATIONS

None.

PB-052 SITE VISITS

None.

PB-053 PLANNING APPLICATIONS FOR DETERMINATION

Members had received a schedule of planning applications to be determined by the Board and fully considered each report and the supplementary information tabled at the meeting regarding planning applications TWC/2011/0666, TWC/2011/0686, TWC/2011/0738, TWC/2011/0745, TWC/2011/0748 and TWC/2011/0788.

- (a) TWC/2011/0157 Gower Street Youth Club, Gower Street, St Georges, Telford, Shropshire, TF2 9BE

This was an application for a new planning permission to replace an extant planning permission (W2008/0246) for the conversion of the former youth centre in Gower Street, St Georges, to seven residential dwellings, together with the erection of six new 3-bedroom houses within its grounds.

Members discussed the history of this site and the Parish Council's efforts to maintain youth facilities in the locality.

RESOLVED – that with respect to planning application TWC/2011/0157 planning permission be granted subject to receipt of a memorandum signed by the Head of Property & ICT confirming that the sum of £75,000 will be paid to the Councils planning department to provide an alternative youth facility to serve the local community and further subject to the conditions as set out in the report.

- (b) TWC/2011/0397 Land off, Park Lane, Woodside, Telford, Shropshire

This proposal sought consent for the erection of 8 two storey 2-bed affordable homes, and a three storey building providing 3 retail units at ground floor with 13 2-bed affordable apartments above. The retail units would cover an area of approximately 577sqm in total.

Members did not consider the first floor balcony railings to be acceptable since they would not provide sufficient screening for the domestic paraphernalia likely to be sited within those areas. Concerns were also expressed with regard to the safety for the railings.

RESOLVED – that with respect to planning application TWC/2011/0397 planning permission be granted subject to a condition for the provision of amended plans addressing the screening of the first floor balcony and further subject to the conditions as set out in the report.

In accordance with his declaration of interest and after speaking in accordance with the Council's Public Speaking Policy, Councillor A A Meredith left the room during determination of the following application.

- (c) TWC/2011/0572 4 Chetwynd End, Newport, Shropshire, TF10 7JE

This was a proposal for the erection of a single storey rear extension. This proposal was a revised scheme following a previous refusal and appeal and sought to overcome the Inspector's concerns in order to produce an acceptable form of development. The Inspector did not object to the proposed development per se but to some of the design and detailing. Amended plans had subsequently been received which showed the proposed extension was detached from the neighbour's wall. The proposal was considered in conjunction with planning application TWC/2011/0573.

Councillors R Scammell, Ward Member, and A A Meredith Adjacent Ward Member, had requested that the application be determined by the Plans Board.

Cllr A A Meredith adjacent Ward Member, spoke in opposition to the proposal, pointing to the impact that the proposed extension would have upon the neighbouring property.

Mr T Rowland, Applicant's Agent, spoke in favour of the application, which had sought to overcome the Planning Inspector's concerns to produce an acceptable development.

The Planning Officer addressed Members' queries regarding the foundations of the proposed development, the on-going damp issue and the relevance of the Party Wall etc Act 1996. Following the site visit, the majority of Members supported the application.

RESOLVED – that with respect to planning application TWC/2011/0572 planning permission be granted subject to the conditions as set out in the report.

In accordance with his declaration of interest, Councillor A A Meredith remained absent from the room during determination of the following application.

(d) TWC/2011/0573 4 Chetwynd End, Newport, Shropshire, TF10 7JE

This proposal was for the erection of a ground floor extension, a pitched roof gable, internal alterations and conversion of the attic. Amended plans had been received which showed that the proposed extension was detached from the neighbour's wall. This proposal was a revised scheme following a previous refusal and appeal. The proposal was considered in conjunction with planning application TWC/2011/0572.

Councillors R Scammell, Ward Member, and A A Meredith Adjacent Ward Member, had requested that the application be determined by the Plans Board.

RESOLVED – that with respect to planning application TWC/2011/0573 listed building consent be granted subject to the conditions as set out in the report.

In accordance with his declaration of interest Councillor C R Turley left the room during determination of the following application.

(e) TWC/2011/0591 Dawley Regeneration, Telford, Shropshire

This was a Reserved Matters application following the grant of Outline Planning Permission for the erection of a 900 place Secondary School (incorporating ancillary office and consulting space), community sports facilities and associated car parking and works. The proposal formed part of the Building Schools for the Future programme and was fully detailed in the report.

Councillor B H Duce Ward Member spoke broadly in favour of the proposal but raised concerns regarding the loss of the footpath, concerns which were echoed by Councillor F M Bould.

Mr A Connah representing South Telford Rights of Way Partnership also spoke to the application highlighting the implications of the loss of the footpath and sought remedial conditions.

Members were reminded that the footpath issues had already been addressed at the Outline stage and the footpath had not been extinguished but had been diverted. Members were mindful of OFSTED requirements to secure the school premises but recognised concerns that the footpath diversion represented a substantial increase in the length of the route and welcomed the Head of Housing and Planning's agreement to seek support for additional and improved signage and way marking as requested by STROWP. Members also raised concerns regarding sustainability, ecology, the lack of car-parking for sixth form students and welcomed the Planning Officer's proposals regarding additional specifying conditions regarding these matters as well as a condition securing the submission and implementation of a satisfactory Community Use Agreement.

RESOLVED – that with respect to planning application TWC/2011/0591 planning permission be granted subject to specifying conditions regarding sustainability, ecology and highway details, a Community Use Agreement condition and further subject to the conditions as set out in the report.

(f) TWC/2011/0610 Unit 3, The Bridges Business Park, Bridge Road, Horsehay, Telford, Shropshire, TF4 3EE

This was an application to change the use of an industrial unit to a gymnasium which would be open into the evenings. There were no external changes proposed and no internal alterations had been specified.

Councillor C P R Mollett, Ward Member, had requested that the application be determined by the Plans Board. Unfortunately Councillor Mollett was unable to attend this meeting but he had provided a written speech which was read aloud to the Board. The speech explained the distinct character of the Bridge Industrial Estate and residents' fears that the application would result in uncontrolled access to the estate which would see a return to previous levels of anti-social behaviour which had been combated by the locking of the gates during problem hours.

The Applicant, Mr V Singh, spoke in favour of the application, specifically addressing fears regarding security and parking. The applicant also stated this would be the only facility within a 2.5mile radius, providing fitness facilities for a large catchment area

Members sought reassurance regarding the security of the site and were advised conditions could be imposed in the lease to ensure that the gates to the site were locked at the end of the day and, furthermore, bona fide activity into the evening could positively contribute to security on the industrial estate through natural surveillance. With such reassurance, Members welcomed the introduction of the

facility to the area and requested the community police are informed of the sites opening at late hours.

RESOLVED – that with respect to planning application TWC/2011/0610 planning permission be granted subject to the conditions as set out in the report.

(g) TWC/2011/0666 Communication House, 135 Watling Street, Wellington, Telford, Shropshire, TF1 2HN

This application, considered in conjunction with application TWC/2011/0748, sought planning permission for a change of use of the existing office unit (Use Class B1) to a hot food take away (Use Class A5), which would be used as a pizza outlet, providing deliveries in addition to collection facilities. An update report was tabled which set out the Applicant's stance with regarding to local and national planning policies together with the Planning Officer's comments thereon.

Councillor A D McClements, Ward Member, had requested that the application be determined by the Plans Board.

Councillor McClements addressed the Board, expressing her concerns regarding the application which related to traffic and road safety at an extremely busy junction, litter, noise and the potential for increased anti-social behaviour.

Ms J Deakin, spoke on behalf of local residents opposing the application focussing on traffic congestion and road safety, limited car parking, anti-social behaviour, litter, and the impact that the growth of a night-time economy through the proliferation of takeaway outlets would have upon the lives of local residents.

The Applicant, Mrs L Bird, addressed the Board in favour of the application particularly citing PPS4 and PPS6, The Planning for Growth draft policy framework and a continued willingness to work with the Police to combat anti-social behaviour and accept a condition regarding litter bins. The applicant also explained the site had been marketed since 2009, and had no interest bar the proposed pizza outlet, in addition to expressing concerns over a number of vacant units within the centre, including the loss of public houses. The applicant also expressed that the premises above were not residential units, but offices in association with the ground floor premises and as such the proposal will not adversely effect the use above.

The planning officer informed members the information submitted with the application clearly demonstrated the residential use of the premises above, on the existing and proposed plans and therefore the proposal would harm these amenities, in addition to adjacent residential uses.

Members were keen to support local business but considered that this was not an appropriate use at this location; expressing great concern with regard to highway safety at a busy junction, with confusing traffic light system.

RESOLVED – that planning application TWC/2011/0666 be refused for the following reasons:

- (a) The Local Planning Authority considers the proposed change of use to a take-away facility is unacceptable as it would result the proliferation of take-away establishments within the Arleston locality, and consequently would be detrimental to the character of the predominantly residential area. Subsequently the proposal would be contrary to Policies CS5, CS9 and CS15 of the Core Strategy; and
 - (b) The Local Planning Authority considers the proposed change of use is inappropriate in this location as it would result in an unacceptable level of noise and disturbance caused by customers and vehicle movements, to the detriment of the adjacent properties in a predominantly residential area. Accordingly the proposal is contrary to Policy CS9 & CS15 of the Core Strategy and national guidance contained in PPG24 Planning and Noise; and
 - (c) The Local Planning Authority also considers that the proposed development will have an adverse impact on highway safety caused by the increase in traffic and the existing parking inadequacies which are shared by residents and retail users. Consequently the proposal would be contrary to Policy CS15 of the Core Strategy and PPG13 Transport; and
 - (d) The Local Planning Authority considers that insufficient detail has been submitted to satisfy the Authority that the proposed extraction fan adequately deals with emissions produced by the hot food takeaway, to the detriment of the existing residents above the proposed facility and adjacent to the site resulting in a loss of amenity. The proposal therefore conflicts with national guidance contained within PPS23: Planning and Pollution Control.
- (h) TWC/2011/0686 Newport Girls High School, Wellington Road, Newport, Shropshire, TF10 7HL

This application related to the erection of four permanent classrooms and a multi-purpose hall, and the temporary erection of a demountable classroom unit, at the Newport Girls High School, Wellington Road, Newport. The application, which was fully detailed in the report, formed part of the Building Schools for the Future programme. Members were referred to the update report which had been tabled with respect to this application, seeking flexibility with regard to the use of the school hall for parents evenings and cross-school sporting competitions.

RESOLVED – that with respect to planning application TWC/2011/0686 planning permission be granted subject to the conditions as set out in the report with additional flexibility to condition 7 to allow the use of the hall for school purposes.

- (i) TWC/2011/0738 Shortwood Primary School, Limekiln Lane, Wellington, Telford, Shropshire, TF1 2JA

This proposal related to the erection of a detached modular timber-clad single storey classroom building within the school grounds. The proposed eco-friendly construction would have a “footprint” of approximately 18.5 metres by 5 metres with

an overall height of 2.5 metres and included timber-clad external walls, a sedum roof and hardwood timber deck on the south elevation. Full details were set out in the main report and the update report tabled at the meeting.

RESOLVED – that with respect to planning application TWC/2011/0738 planning permission be granted subject to the conditions as set out in the report and the informatives set out in the update report.

(j) TWC/2011/0745 St Christophers Hall, Station Road, Admaston, Telford, Shropshire, TF5 0AL

This application sought outline planning permission for the demolition of the existing disused St Christophers Hall, along with alterations to the existing access and the erection of 2 no. detached dwellings at the rear of the site served off a private drive from Station Road. Full details of the application were set out in the main report and further comments received were set out in the update report tabled at the meeting.

Councillor R T Kiernan, Ward Member, had requested that the application be determined by the Plans Board.

Mr B Langford, a local resident, spoke against the proposals primarily regarding positioning and orientation. Concerns were raised with regard to residential amenities on surrounding properties with regard to the levels of the site which would be exacerbated by dormer windows. Issues of traffic congestion were also raised. Mr Langford also questioned the publication of the application and failure to display a site notice.

The Applicant's Agent Mr A Williams, spoke in favour of the application setting out the reasons for the application, in particular the extant use of the existing building which could be used for community facilities. Issues with regard to siting can be addressed at a later stage now that all matters bar access were reserved for later approval.

The officer expressed to members the extant consent of the site which could be used for community use, and thereby be intensified without planning consent. Subsequently the proposed two dwellings would reduce and control the use of the site and its access point. The officer also highlighted the planning approvals on surrounding land, expressing how the proposal would relate to other developments.

Members were satisfied that concerns regarding the proximity of buildings and overlook would be addressed when an application for reserved matters came forward.

RESOLVED – that with respect to planning application TWC/2011/0745 planning permission be granted subject to the conditions as set out in the report.

(k) TWC/2011/0748 45 Dawley Road, Arleston, Telford, Shropshire, TF1 2HW

This application, considered in conjunction with application TWC/2011/0666, sought planning permission for a change of use of the existing retail unit from a delicatessen (Use Class A1) to a combined delicatessen and hot food take away (Use Class A1 & A5) within the row of shops in Arleston. The application was a resubmission of the previous application TWC/2010/0314, which was refused at Plans Board, with a reduction in the proposed opening hours and the recommendations made by the Police incorporated into the amended scheme regarding CCTV and no gaming machines. In addition, further information had been submitted to emphasise that the takeaway would provide Halal meat in its meals. An update report, tabled at the meeting, reported on additional consultation responses received and suggested that such a wide origination of supporters from throughout and beyond the Borough pointed to a need for such a facility at an alternative location which would be better able to meet demand without adverse impact on neighbours.

Councillor A McClements, Ward Member, had requested that the application be determined by the Plans Board.

Councillor McClements addressed the Board, expressing her concerns regarding the application. Whilst she recognised the service that would be provided to the local Muslim community, she noted that issues of anti-social behaviour in the immediate area were frequently raised at her surgeries and she expressed residents' fears that a takeaway at this location may increase the propensity for people to gather in the neighbourhood and increase anti-social behaviour. She also noted the likely increase in noise and litter that would ensue from the change of use.

Ms J Deakin, spoke on behalf of local residents in opposition to the application on the grounds of anti-social behaviour, the growth of a night-time economy in a predominantly residential area, noise, litter and car parking.

Mrs S K Fikeis, the Connecting Community and Asian Business Chair, spoke on behalf of the Applicant, addressing issues surrounding proliferation of takeaways in the area, community need, and the impact of noise, odours and traffic.

Whilst Members recognised the need for a facility serving Halal food to the local Muslim community, questions were raised as to whether this was a suitable location. Members also considered that the current application had changed very little since the previous application and the reasons for refusal, therefore, remained.

RESOLVED – that planning application TWC/2011/0748 be refused for the following reasons:

- (a) **The Local Planning Authority considers the proposed change of use to a take-away facility is unacceptable as it would result in the loss of a retail unit, leading to a proliferation of take-away establishments within the Arleston locality, and consequently would be detrimental to the character of the predominantly residential area. Subsequently the**

proposal would be contrary to Policies CS5, CS9 and CS15 of the Core Strategy; and

- (b) The Local Planning Authority considers the proposed change of use is inappropriate in this location as it would result in an unacceptable level of noise and disturbance caused by customers and vehicle movements, to the detriment of residents in the flats above the shops, Dawley Road and the surrounding properties in a predominantly residential area. Accordingly it is contrary to Policy CS9 & CS15 of the Core Strategy and national guidance contained in PPG24 Planning and Noise; and
- (c) The Local Planning Authority considers that the proposed development will have an adverse impact on highway safety caused by the increase in traffic and the existing parking inadequacies which are shared by residents and retail users. Therefore the proposal would be contrary to Policy CS15 of the Core Strategy and PPG13 Transport.
- (l) TWC/2011/0788 Mount Gilbert School, Hinkshay Road, Dawley, Telford, Shropshire, TF4 3PP

This planning application related to the erection of a skills centre and the construction of external raised terraces at Mount Gilbert School, Hinkshay Road, Dawley. Full details of the application were set out in the main report and in the update report tabled at the meeting.

RESOLVED – that with respect to planning application TWC/2011/0788 planning permission be granted subject to the conditions as set out in the report.

- (m) TWC/2011/0799 Portico House, 22 Vineyard Road, Wellington, Telford, Shropshire, TF1 1HB

This was a Council application for Listed Building consent to carry out internal alterations to Portico House in Vineyard Road Wellington. No alterations or works to the exterior of the building were proposed.

RESOLVED – that with respect to planning application TWC/2011/0799 listed building consent be granted subject to the conditions as set out in the report.

- (n) TWC/2011/0807 Donnington Recreation Ground, School Road, Donnington, Telford, Shropshire, TF2 8HT

This Council application formed part of a management plan that was commissioned in 2009 following consultation with the public to improve Donnington Recreation Ground. The site had already benefited from a revamp of the children's play area and a new ball court. This application related to the provision of new play/recreational facilities for skateboarding, In-Line skating, BMX freestyle and freestyle scootering intended to be used predominantly by local children and young people aged between 3 and 18 years. It was considered that the proposed enhanced

recreational venue could also provide opportunities for occasional small localised events to promote positive healthy activities.

RESOLVED – that with respect to planning application TWC/2011/0807 planning permission be granted subject to the conditions as set out in the report.

The meeting ended at 8.57pm

Chairman:

Date:

SCRUTINY MANAGEMENT BOARD
Minutes of the meeting of the Scrutiny Management Board held on
Tuesday, 13th September 2011 at 6.00pm in the Civic Offices, Telford

PRESENT: Councillors D. White (Chairman), V. Fletcher, G. Green, A. McClements, R. Sloan, C. Turley.

IN ATTENDANCE

Councillors S. Davies, S. Bentley, D. Davies, R. Evans, I. Fletcher, K. Tomlinson, W. Tomlinson; Scrutiny Co-optees J. Gulliver, M. Ward, R. Williams; Richard Partington, Interim Chief Executive; S. Jones, Scrutiny Group Specialist; T. Clarke, Scrutiny Officer.

SMB-4 **APOLOGIES FOR ABSENCE**

None

SMB-5 **DECLARATIONS OF INTEREST**

Cllr. Sloan declared an interest in matters relating to DWP.
Cllr. V. Fletcher declared an interest in matters relating to CAB.

SMB-6 **CO-OPERATIVE COUNCIL AND CO-OPERATIVE COMMISSION**

All Scrutiny Assembly members had been invited to take part in this part of the meeting.

Cllr. S. Davies, Cabinet member for Co-operative Council, Partnerships & Environment and Richard Partington, Interim Chief Executive, gave a presentation on Telford & Wrekin – A Co-operative Council. A number of key points from the presentation were highlighted:

This highlighted a number of the challenges and opportunities facing the borough and Council, the national policy context, the ethos and approach of the Co-operative Council, the Council's emerging priorities, examples of Early Adopter schemes developed through a co-operative approach, the Council's programme of community and staff engagement and the key elements of the Co-operative Council – "new ways of working, new solutions, better outcomes – a co-operative borough".

In addition to the information provided in the presentation, the following information was provided in response to members' questions and comments:

- With regard to Town & Parish Councils, the Co-operative Council approach is not about pushing responsibility for services onto Town & Parish Councils. The Cabinet member had spoken to most of the Town & Parish Councils, and many had come forward themselves with ideas about how they could get involved to do things better, including by working jointly with other Town & Parish Councils. However, it had to be recognised that savings must be made, and that Town & Parish Councils have a role to play.

- Options for alternative models for managing and running libraries and other services were being considered. The Localism Bill due out in the autumn would give voluntary and community groups the right to challenge local authorities over their services, and under a European Directive this could provide an opening for private sector providers to move into the market. The Scrutiny Chairman brought the Cabinet member's attention to a previous scrutiny report which had recommended that libraries were considered to offer the First Point customer service. A copy of the report had been sent to the Cabinet member for Health, Wellbeing & Leisure.
- With regard to the Co-operative Commission, around 60 people from partner organisations, voluntary and community groups had been invited by Cabinet members or volunteered to join the Commission which brought together a wide range of expertise. Many were staff working in front-line services with an understanding of issues, ideas about how things could be done differently and the barriers to change. There are huge funding issues to be addressed, and the Commission will look at new ways of delivering services co-operatively for less money. The first meeting of the Commission would be on 16th September and the Commissioners would choose 6-7 topics to review. Reviews would be carried out by sub-groups and recommendations would be agreed at the end of the review. The Commission's report and recommendations would go to full Council to debate.
- In response to a suggestion about targeted benefit take-up campaigns, there was an issue with the grant funding allocated by the Council to the CAB for the provision of benefit advice/support but the Director of the CAB was on the Co-operative Commission and would work with partners on this.
- The Building Schools for the Future (BSF) contract framework and procurement process had been used to facilitate supplier, skills and training opportunities for local people, and this was also being looked at as part of the framework 2 procurement for 2012. The BSF funding was for the construction of the schools, and additional facilities (e.g. sports) were funded by the Council.
- Brookside had been selected as the pilot ward for Co-operative working because of the existing good links into the community and because of economic and social factors. The parish council and local residents would lead this work with the Council. Governance arrangements would be developed by the end of September and work would start from October. The work would be on-going with an iterative process of learning and applying lessons. Feedback can be given in the future.
- With regard to a question about the possibility of staff in leisure services moving into a Trust to run leisure services, members were assured that this was one option that was being considered and that the idea had come from staff at an employee engagement session as part of the service review, and quite independently from the Co-operative Council work. Staff felt that a Trust model would give them the freedom to deliver services in a more commercial way. However, at this stage, there has been no proposal to create a Trust, rather the work-stream was looking to explore

how the freedoms and flexibilities identified by staff could be realised with the service still a part of the Council.

- In response to a question about the relationship with RSLs and how the Council could encourage them to act responsibly, the Cabinet member said that a fresh look would be given to this, and that it was about building relationships. Lessons could be learnt from Brookside where the Council, Wrekin Housing Trust and the Parish Council worked well together. Mapping had also been done in Woodside/Brookside to identify private landlords so that the Council could see what could be done to ensure private landlords take responsibility for their property.
- Regarding the distribution of funding across the borough and whether resources would be concentrated in deprived wards to bring them to a better standard leaving other wards with no funding, the Cabinet member replied that there was a balance to be struck. There was limited capital for regeneration, but it does not always take capital to regenerate an area - much could be done by local people and human resources to revitalise an area.
- Cllr. V. Fletcher said that progress had been made in schools and businesses to champion Fair Trade, and the Cabinet member would bring the campaign to the attention of Cabinet colleagues.

SMB-7

SCRUTINY HANDBOOK

Members considered the report of the Scrutiny Group Specialist on the changes to the Scrutiny Handbook. The Scrutiny Handbook had been updated to reflect the new scrutiny arrangements, but there were some issues arising which were set out in section 5 of the report. There was a discussion of these issues and members agreed the changes they wished to be made.

RESOLVED

- **That any Scrutiny Member may attend any Scrutiny meeting to hear the discussion, and questions will be allowed at the Chairman's discretion.**
- **That there should be no more than one Spotlight or In-depth review undertaken by a Scrutiny Committee at any one time and that reviews should be undertaken in order of priority.**
- **That where there are competing demands between Scrutiny Committees for staff resources which cannot reasonably be met, the Scrutiny Management Board will decide how resources will be allocated.**
- **That the Chairman of the Scrutiny Management Board may use their discretion to allocate scrutiny suggestions directly to a Scrutiny Committee where the suggestion is urgent, or where the suggestion clearly relates directly to the work of a particular Scrutiny Committee.**

- That urgent suggestions referred to a Scrutiny Committee may be included in the work programme if agreed by e-mail by a simple majority of the Committee.
- That the number of co-optees on a Scrutiny Committee should not exceed 50% of the number of elected members, other than the Children & Young People Scrutiny Committee which should not exceed the number of elected members.
- That once agreed, the Scrutiny Work Programme would be circulated to the Scrutiny Assembly and senior officers, posted on the website with a link to the Scrutiny Meetings and that a *What's On?* leaflet would be e-mailed regularly to all members with information about forthcoming meetings.
- That the Scrutiny Handbook would be made available electronically and hard copies would only be printed where requested.
- That the Head of Governance, in consultation with the Chairman of the Scrutiny Management Board, is delegated to make minor changes to the Scrutiny Handbook when required.
- That the final version of the Scrutiny Handbook would be sent to the Scrutiny Management Board for approval prior to publication.

SMB-8

POLICY FOR CO-OPTING SCRUTINY

Members considered the report of the Scrutiny Group Specialist on changes to the Policy for Co-opting Scrutiny Members. The proposed changes to bring the Policy up to date were agreed. There was a discussion about the 4 year restriction on former elected members becoming eligible to apply to be a scrutiny co-optee and the process for agreeing the changes to the Policy.

RESOLVED

- That the proposed amendments shown as tracked changes in Appendix 1 of the report on the Policy for Co-opting Scrutiny Members are made.
- That the requirement in the person specification in paragraph 3.3 that co-optees must not have been a member of Council in the past 4 years should be removed, but that to ensure the independence of co-optees, in such cases the co-optee should not take part in scrutiny of policies in which they were part of the decision making process as an elected member.
- That the Chairman of the Scrutiny Management Board would approve the final version of the Policy to be incorporated in the Scrutiny Handbook.

SMB-9

SCRUTINY SUGGESTIONS

Members considered and discussed the new Scrutiny Suggestions in Appendix E for inclusion in the work programme.

RESOLVED

- **Suggestion 1, the condition of footpaths for wheelchair users, would be included with scrutiny of highways maintenance by the Scrutiny Management Board.**
- **Suggestion 2, decriminalisation of on-road parking, a report on decriminalisation and parking enforcement would be brought to the Scrutiny Management Board.**
- **Suggestion 3, Choose Your Home, would be included in the work programme of the Scrutiny Management Board.**
- **Suggestion 4, the provision of accommodation based on national priorities, would be included in the work programme.**
- **Suggestion 5, Section 106 agreements, would not be included in the work programme due to legislative changes expected in the Localism Bill.**
- **Suggestion 6, patient care at PRH, it was suggested this would be discussed with the Local Patient Involvement Network (LINK).**
- **Suggestion 7, the impact of a managerial culture in schools, would be considered further**
- **Suggestion 8, planning enforcement, would not be included in the work programme due to expected changes to planning legislation in the Localism Bill.**

SMB-10

SCRUTINY MANAGEMENT BOARD FORWARD PLAN

The Chairman suggested that the Scrutiny Committee meetings should include a session for questions from members of the public, and this will be discussed further. It was agreed that future meetings would be held at 3.00pm of the first Monday of alternate months starting on Monday, 7th November.

The meeting ended at 8.00 pm

Chairman:

Date:

STANDARDS COMMITTEE

Minutes of a meeting of the Standards Committee held on Wednesday, 21 September, 2011 at 6.00 p.m. at Civic Offices, Telford

PRESENT: Councillors C.B.A. Elliott and R.J. Sloan;
Mr F. Beasland and Mr A. Selvaratnam (Chair) (Independent Members);
Councillors P. Fairclough and R. Wickson (Parish Council representatives)

ST-7 MINUTES

In relation to Minute ST-6(c) regarding consultation on the future ethical framework in Telford & Wrekin, the Head of Governance & Monitoring Officer reported that the Localism Bill was still being debated in the House of Lords, where a number of amendments had been submitted. Some of these were seeking to retain elements of the current Code of Conduct and standards framework, so there was still some uncertainty as to the final shape of the Bill. Therefore, it was not proposed to seek views from Borough and Parish/Town Councillors until the position was clearer.

RESOLVED – that the minutes of the meeting of the Standards Committee held on 16 June 2011 be confirmed and signed by the Chairman.

ST-8 APOLOGIES FOR ABSENCE

Councillors S. Davies, T.J. Hope, M.B. Hosken, A.D. McClements and A.J. Stanton
Councillors D. Edwards and R. Williams (Parish Council representatives)

ST-9 DECLARATIONS OF INTEREST

None

ST-10 REPORT ON ACTION UNDERTAKEN BY THE MONITORING OFFICER FOLLOWING A CODE OF CONDUCT COMPLAINT – COUNCILLOR ADRIAN MEREDITH

The Legal Services Manager presented a report of the Head of Governance & Monitoring Officer which updated the Committee on the action undertaken at the direction of the Referrals Sub-Committee following a complaint alleging a breach of the Code of Conduct.

On 16th June 2011 the Standards Referrals Sub-Committee considered a complaint made by a member of the public alleging a breach of the Code of Conduct by Councillor Adrian Meredith. While making no finding on whether the Code had been breached, the Sub-Committee decided to direct the Monitoring Officer to provide training to Councillor Meredith. A copy of the public summary was appended to the report for information.

On 18th July 2011, Councillor Meredith met with the Monitoring Officer and one of the Deputy Monitoring Officers to discuss sections of the Code that were the subject of the complaint along with other issues that particularly related to the planning process. Following that meeting, the Monitoring Officer was satisfied that the areas of the Code that the Sub-Committee asked to be covered in the training had been addressed, and that the appropriate training/discussions had taken place.

The Head of Governance & Monitoring Officer added that a further complaint against Councillor Meredith had been received from the same member of the public. However, this did not raise any new issues in terms of the Code of Conduct or this Committee's remit.

RESOLVED – that the Committee is satisfied with the outcome of the action undertaken by the Monitoring Officer following the decision of the Referrals Sub-Committee on 16th June.

ST-11 EXCLUSION OF PUBLIC AND PRESS

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

**ST-12 REPORT FROM AN ETHICAL STANDARDS OFFICER
CONCERNING THE CONDUCT OF A FORMER COUNCILLOR**

The Legal Services Manager & Deputy Monitoring Officer presented a report concerning an investigation by an Ethical Standards Officer into the conduct of Denis Allen, a former Borough and Town Councillor.

The Referrals Sub-Committee met on 2 March 2011 to assess a complaint submitted jointly from the then Chief Executive and the Monitoring Officer concerning the conduct of Councillor Allen. The Sub-Committee decided to refer the complaint to Standards for England, who then assigned the complaint to an Ethical Standards Officer for investigation. In the meantime Councillor Allen's term of office ended on 5 May 2011 when he failed to be re-elected.

The final investigation report had been received, and a copy was attached to the agenda. The report concluded that Councillor Allen had acted in breach of the Code of Conduct but that no action should be taken. A public summary of the complaint would be made available on the Standards for England website but the full contents of the report remained confidential.

Members gave close consideration to the contents and findings of the Ethical Standards Officer's report, and discussed whether the case highlighted any 'learning points' for the Council's ethical framework. While some concerns were expressed at the way e-mails had been communicated in this instance,

the general view was that there were already sufficient policies and protocols in place to regulate and moderate the usage of ICT.

RESOLVED – that the contents of the Ethical Standards Officer’s investigation report into the conduct of former Councillor Denis Allen be noted.

The meeting ended at 6.27 pm

Chairman:

Date: