



**Addenbrooke House Ironmasters Way Telford TF3 4NT**

**CABINET**

Date **Thursday, 30 May 2019** Time **4.00 pm**  
 Venue **Meeting Rooms G3/G4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

**Enquiries Regarding this Agenda**

Democratic Services	Deborah Moseley / Stacey Worthington	01952 383215 / 382061
Media Enquiries	Corporate Communications	01952 382406
Lead Officer	Richard Partington, Managing Director	01952 380102

**Cabinet Members:**

Councillor S Davies	Leader and Cabinet Member for New & Stronger Communities Fund
Councillor R A Overton	Deputy Leader and Cabinet Member for Neighbourhood Services, Enforcement & The Pride Programme
Councillor A J Burford	Cabinet Member for Health & Social Care
Councillor L D Carter	Cabinet Member for Finance, Commercial Services & the Borough Economy (Cabinet Member for LEP)
Councillor R C Evans	Cabinet Member for Customer, Cultural & Leisure Services & Partnerships
Councillor C Healy	Cabinet Member for Visitor Economy & The World Heritage Site
Councillor R Mehta	Cabinet Member for Communities & Inclusivity
Councillor S A W Reynolds	Cabinet Member for Parks, Green Spaces & The Natural Environment
Councillor H Rhodes	Cabinet Member for Children, Young People & Education
Councillor D Wright	Cabinet Member for Housing, Transport & Infrastructure

**Invitees:**

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrats

**AGENDA**

1. **Apologies for Absence**
2. **Declarations of Interest**
3. **Minutes of the Previous Meeting**

Page

3 - 10

Key	4.	<b>Service &amp; Financial Planning Report - 2018/19 Outturn Report and 2019/20 Update</b>	Cllr L D Carter	11 - 46
Key	5.	<b>Telford and Wrekin Council – Our 4 Year Programme To Invest, Protect And Care For The Borough</b>	Cllr S Davies	47 - 66
	6.	<b>The Annual Governance Statement 2018/19</b>	Cllr S Davies	67 - 84

#### **FILMING, RECORDING & PHOTOGRAPHY**

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting. Full details of the Council's protocol on audio/visual recording and photography at meetings can be accessed via the following link:

[http://www.telford.gov.uk/info/20243/council\\_meetings/365/filming\\_photography\\_recording\\_and\\_use\\_of\\_social\\_networking\\_at\\_meetings](http://www.telford.gov.uk/info/20243/council_meetings/365/filming_photography_recording_and_use_of_social_networking_at_meetings)

## CABINET

### Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 14 March 2019 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford

PUBLISHED ON WEDNESDAY, 20 MARCH 2019

(DEADLINE FOR CALL-IN: MONDAY, 25 MARCH 2019)

**Present:** Councillors R A Overton (Deputy Leader and Chair), L D Carter, A R H England, R C Evans, H Rhodes, S A W Reynolds and P R Watling.

**Also Present:** Councillors A J Eade (Conservative Group Leader) and W L Tomlinson (Liberal Democrat/Independent Group Leader).

#### **CB-055      Apologies for Absence**

Councillors S Davies and J C Minor

#### **CB-056      Declarations of Interest**

Councillors R A Overton, R C Evans and S A W Reynolds declared an interest in item CB-063.

#### **CB-057      Minutes**

**RESOLVED** – that the minutes of the meeting held on 3 January 2019 be confirmed and signed by the Chair.

#### **CB-058      High Need Review & Strategic Plan for Special Education Needs and Disability (SEND) – Phase 1**

**Key Decision** identified as **High Need Review & Strategic Plan for Special Education Needs and Disability (SEND)** in the Notice of Key Decisions published on 13 February 2019.

Councillor S A W Reynolds, Cabinet Member: Education and Skills presented the report of the Assistant Director: Education and Corporate Parenting which provided an update on the recently completed review of High Need provision for school aged children with special education needs and disabilities.

Members noted the findings of the review, which concluded:

- The number of children with SEND in the local area was high in comparison with regional and national averages.
- The overall proportion of children with an Education, Health and Care Plan (EHC Plan) who attend a special school was higher in Telford & Wrekin than the regional and national averages.
- The needs of children were changing.
- There was limited capacity to extend special schools at their current locations.

The proposals outlined the strategy which included increasing the specialist resource provision in mainstream schools and specialist provision as a satellite site for primary school aged children. These had been identified as priorities to ensure that children could attend school as close to home as possible. Schools had shown interest in the proposals.

Members welcomed the report and noted the inclusivity of the strategy.

The Conservative Group Leader asked about capacity at Haughton School and if this had been inbuilt into the strategy. It was confirmed that future planning work for Haughton School had been undertaken.

**RESOLVED** that –

- (a) the information in the report be noted and the proposed developments set out below be approved:
  - i) the development of resource base provision in mainstream schools in partnership with special schools
  - ii) the formal development of a SEMH resource base provision for children in KS2 in partnership with the Linden Centre
  - iii) the development of further resource provision in light of needs and resource available
- (b) that the Assistant Director: Education & Corporate Parenting be authorised, after consultation with the Lead Member for Education and Skills to take all required action and utilise the three year grant totalling £848,837 to develop the specialist resourced bases required and contribute to any further expansion of specialist provision, as deemed necessary in light of demand.

**CB-059**      **Pride in Our High Streets – Supporting Business**

**Key Decision** identified as **High Street Challenge** in the Notice of Key Decisions published on 13 February 2019.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Business, Development & Employment. It was reported since the launch of the programme in 2015, more than £1.5million had been invested into supporting businesses in the Borough's high streets. The report set out proposals to invest a further £700k into high streets.

The Pride in Your High Street Scheme comprised of three projects. The first of which, the Young High Street Challenge was a competition for young people which aimed to engage them with high street regeneration. The competition was won by students at Wrekin College, and their store, Retro Shack, would shortly be opening in Wellington.

The second project was the Empty Unit Incentive Package, which provided a start-up grant, to date 7 businesses had been supported, with a further two in the pipeline. The businesses ranged from cafes, to a haberdashers and a hairdressers.

The third project was the property façade scheme. It was noted that this was not a grant and was managed by the Council's biT service. 62 landlords had so far agreed to the scheme.

The Council had expressed an interest in the Government's Future High Street Fund. The Council would submit bids for Wellington and Oakengates in the first round and Madeley and Dawley for the second round.

Members welcomed the report. Members acknowledged the success of the scheme, which had produced real business across the Borough.

The Conservative Group Leader welcomed the report but highlighted the schemes should not just enhance the visual appeal of high streets. The Liberal Democrat / Independent Group Leader stated that High Streets should be destinations in their own right.

**RESOLVED** that:-

- (a) the success of the Pride in Our High Street Programme be noted
- (b) submission of bids to the first round of the Future High Streets fund for Wellington and Oakengates led by the Assistant Director: Business, Development & Employment, in consultation with the Cabinet Member for Finance and Service Delivery, be approved
- (c) the receipt of any funding that may be secured through the Future High Streets fund be approved
- (d) the submission of bids to the Heritage High Street Fund to be led by the Assistant Director: Business, Development & Employment, in consultation with the Cabinet Member for Finance and Service Delivery be approved.

**CB-060**      **Fostering Modernisation Plan (Review of Foster Carers Fees and Allowances)**

**Key Decision** identified as **Foster Carer Fees** in the Notice of Key Decisions published on 13 February 2019.

Cllr P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Family Support. It was reported that over the previous three years there had been an increase in the use of Independent Fostering Agencies, which were more expensive than Local Authority Carers.

The report proposed to modernise and simplify the fee and allowances scheme for carers within the Telford & Wrekin fostering service. The proposals would increase the number and capacity of Telford & Wrekin fostering service carers, reduce the number of children placed with Independent Fostering Agencies and increase the number of children placed locally.

Members noted that foster carers valued the support offered by the Council and stated that the scheme was the next step in the journey in supporting foster carers.

**RESOLVED** that:

- (a) the revised fees and allowance structures for Telford & Wrekin Council's foster carers be approved, and;**
- (b) the scheme is to commence on 1 April 2019 and a 12 month review and evaluation be completed in April 2020.**

**CB-061      Procurement Update**

**Key Decision** identified as **Procurement Intentions** in the Notice of Key Decisions published on 16 January 2019.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Governance, Procurement & Commissioning which provided an update on the Council's Procurement Intentions Document and the latest information regarding effective procurement and contract management.

It was noted that council wide procurement continued to drive savings through robust competitive tendering and real time negotiation when brokering services.

All procurements, where possible, had an aspect of social value being delivered as an essential part of the outcome. The social value return on investment meant that less could be spent and more received with smart procurement. Bidders would be guided as to the type of social value that would most benefit the community or could offer solutions in line with their own corporate social responsibility priorities. An increase in social value outcomes helping our communities to help themselves, had been noted.

The regular Procurement Intentions Document was set out at Appendix 1 to the report. The document presented up and coming procurements for the next few months.

**RESOLVED that –**

- (a) the procurement updates in the report be noted; and**
- (b) the Procurement Intentions Document (Appendix 1 to the report) be noted and, where indicated, authority be delegated to appropriate officers (as per the Contract Procedure Rules) to progress new procurements through the tender process to contract award.**

**CB-062      Declaration of Lilleshall Hill Local Nature Reserve**

**Non-Key Decision**

Councillor R A Overton, Deputy Leader & Cabinet Member for Housing and Enforcement, presented the report of the Assistant Director: Business, Development & Employment.

The Council had made a commitment to the retention of locally important green spaces which had value to local communities. This already included the protection afforded to the Green Network through policies in the adopted Local Plan, through the existing 200 Green Guarantee Sites and 15 Local Nature Reserves. The report sets

out proposals to designate a new Local Nature Reserves at Lilleshall Hill. Through this commitment the area of LNR protected would increase by 4.6 hectares to a total of 519.96 hectares of approved LNR. The extent of LNR provision was more than double Natural England's target and meant that 89% of households were within 300m of greenspace. Maps showing the proposed LNRs were attached to the report at Appendix 1.

These proposals had been developed in liaison with the local community including the local Parish Council and would involve local friends groups and volunteers carrying out small scale conservation tasks as part of the management of the sites. The designation of additional LNRs further reflected the Council's commitment to promoting health and wellbeing.

The selection, declaration and management of Local Nature Reserves was a function of local authorities. Following the approval, the site would progress through a formal process with Natural England prior to final legal declaration.

Members welcomed the report. The Conservative Group Leader praised the community and volunteers for their support in this project.

**RESOLVED that –**

- (a) the declaration of Lilleshall Hill Local Nature Reserve be approved, and;**
- (b) authority be delegated to the Assistant Director: Business, Development & Employment (and any officer authorised in writing by that Assistant Director) to complete the declaration process.**

**CB-063      Better Homes for All: Tackling Rogue Landlords & Improving Private Rented Housing – A Progress Update**

**Non-Key Decision**

*In accordance with his previous declaration of interest Councillor R A Overton vacated the Chair before this item of business, with Councillor L D Carter taking the Chair.*

Councillor L D Carter, Deputy Leader & Cabinet Member for Communities, Housing & Enforcement, presented the report of the Assistant Director: Customer & Neighbourhood Services. The report provided Cabinet with an update on the programme.

Members noted the report, which stated:

- That funding had been received from the Ministry of Housing, Communities and Local Government to develop a new Rogue Landlord Taskforce team.
- Six prosecutions had taken place for Housing Act Offences and, where appropriate, rogue landlords had been added to the new national rogue landlord database.
- Changes to legislation for Houses of Multiple Occupation (HMOs), which required any property where five or more people shared kitchen and bathroom facilities must be licensed.

- In 2018, 283 fixed penalty notices for anti-social behaviour were issued, which included fly tipping, fly posting, littering and graffiti. This was over four times the amount of notices issued in 2017. It was reported there had been a 40% decline in fly tipping incidents since 2015.
- The Landlord Accreditation Scheme relaunched in August 2018 and there were 93 members registered.
- The first better Homes for All Awards had taken place.

**RESOLVED that the progress outlined in the report in pursuit of Better Homes for All be noted.**

*Following determination of this agenda item Councillor R A Overton resumed his position of Chair.*

**CB-064      Local Offer to Care Leavers**

**Non-Key Decision**

Councillor P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Family Support. Since September 2018, Local Authorities in England had been required to publish their local offer for care leavers, which provided information about services offered to care leavers.

The report provided an update on the Local Offer since the document had initially been published, which included:

- Liaison with the Care Leaver Covenant to develop national initiatives for care leavers.
- Introduction of Council Tax Exemption for care leavers until the age of 21.
- Priority housing for care leavers.
- Free Aspirations membership and public swimming for care leavers and concessionary membership for their companions.
- One to One sessions with the Marches Growth Hub focused on career routes and learning.
- Bi-annual survey.
- Pages on Telford & Wrekin Council website with advise, guidance and contacts for care leavers.
- Introduction of a mentoring service

Members welcomed the updated offer for care leavers.

**RESOLVED that the progress made against the requirements of the Children and Social Care Act 2017 in relation to children in care and care leavers be noted.**

**CB-065      Development of a Regional Permanency Arrangement**

**Non-Key Decision**



Councillor P R Watling, Cabinet Member for Children & Adults Early Help & Support, presented the report of the Assistant Director: Children's Safeguarding and Early Help. The report outlined the proposals for the development of a regional adoption and permanency partnership for the North Midlands, who would work together to find homes for Looked After Children.

The partnership would be a unique arrangement to maximise resources, capacity and flexibility to deliver improvements in service delivery, effective practice and the long term outcomes for these children, whilst maintaining the independence of each Local Authority involved.

Members welcomed the proposals and considered that the partnership would enable better outcomes for children. Members considered that it was vital that each Local Authority retained their own identity and were advised that all branding for the partnership would include each Local Authority logo.

**RESOLVED that –**

- (a) the statutory requirement to be part of a Regional Adoption Agency (RAA) by 1 April 2020, as set out in the Education and Adoption Act 2016 to acknowledged;**
- (b) the formation of a Regional Adoption Agency (RAA) between Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council be approved;**
- (c) the Outline Business Case (OBC) which sets out the ambition of Staffordshire County Council, Stoke-on-Trent City Council, Shropshire Council and Telford & Wrekin Council to go beyond adoption and develop a regional model of wider permanency which includes Fostering, Connected Persons and Special Guardianship Orders (SGO) be approved.**

**CB-066      New College Wellington**

**Key Decision** identified as **Land Acquisition** in the Notice of Key Decisions published on 20 December 2018.

Councillor R A Overton, Deputy Leader & Cabinet Member for Housing and Enforcement introduced the report of the Assistant Director: Business, Development & Employment. The report outlined the proposed acquisition of former New College site in Wellington. The site would enable to expansion of special school provision in the Borough alongside other uses, such as supported accommodation, offices or small business units. The proposals would support the regeneration of College Ward, which was ranked in the 10% most deprived wards nationally.

The Conservative Group Leader advised that he would like to see a report on the state of the building, Members advised that a further report containing this information would be bought to Cabinet.

**RESOLVED to note the report and the decision taken by the Leader.**

The meeting ended at 5.59 pm

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

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 20 March 2019

Signed: .....

Date: .....

**TELFORD & WREKIN COUNCIL**

**CABINET – 30 MAY 2019  
COUNCIL – 25 JULY 2019**

**SERVICE & FINANCIAL PLANNING REPORT – 2018/19 OUTTURN AND  
2019/20 UPDATE**

**REPORT OF THE ASSISTANT DIRECTOR: FINANCE & HR (CHIEF  
FINANCIAL OFFICER.)**

**LEAD CABINET MEMBER: CLLR LEE CARTER**

**PART A) – SUMMARY REPORT**

**1.0 SUMMARY OF KEY ISSUES**

**1.1 2018/19 General Fund Revenue Financial Outturn**

The Council has continued to demonstrate very robust financial management during 2018/19 with a positive year-end position, despite some areas of significant pressure arising from increased demand for services and the severe financial constraint caused by further, unprecedented, Government funding cuts. The year-end position has allowed a number of one off investments in key areas to be made helping to make the borough a better place to live, work, learn, visit and do business in. Within the overall position, the Council has also been able to set aside funds to support the delivery of the Service & Financial Planning Strategy in future years which, given the many uncertainties which lie ahead, is vital in terms of both financial planning and continuing financial resilience.

The gross revenue budget for 2018/19 was £428m and the net budget was £121m. The revenue outturn position is within budget by £0.275m (which is equivalent to only -0.23% of net budget) after the proposed transfers to reserves and balances have been made. This position has been achieved after delivering £7.6m of budget savings in 2018/19, on top of the £110m made in the previous 9 years giving a total of just over £117m - equivalent to around £1,500pa for every home in the borough.

As mentioned, the Council has been able to create a number of provisions from the 2018/19 outturn position to support its priorities and sustain its financial position going forward.

These include:

- £1.0m Pride in Your High Street
- £1.0m for Regeneration
- £1.3m to support a range of initiatives, such as promoting physical activity, supporting Armed Forces personnel and investment in green spaces and Rights of Way
- £0.8m additional investment in Children's Safeguarding
- £0.175m to tackle homelessness

The funding outlook for the medium term is very uncertain with significant changes to the local government finance system due to be implemented from April but with very little information available about what impact these changes will have on the Council. However, using the limited information that is available, it is currently anticipated that the Council will need to identify around £30m of further savings over the next three years (2019/20 – 2021/22) on top of the £117m already delivered to the end of 2018/19. Within the year-end position we have been able to set aside £1.7m to support the medium term service and financial planning strategy.

Our pro-active approach secured a number of favourable variations during the year which contributed to the overall positive position.

These included:

- A benefit totalling £3.2m has been delivered from Treasury Management the majority of which relates to benefits from low interest rates for short-term borrowing and the Treasury Management Strategy of keeping the majority of new borrowings very short term. Some longer-term borrowing has been undertaken during 2018/19 to reduce interest rate exposure and as we lock into more longer-term rates the overall benefit to the budget will reduce. The position is regularly monitored by senior finance staff and advice taken from the Council's external treasury management advisors to manage the interest rate exposure whilst seeking to maximise short-term gains in order to support delivery of front-line services.
- Active management of the Property Investment Portfolio has resulted in a benefit of £0.7m which includes the early delivery of income arising from new investments delivered through the Telford Growth Fund.
- A successful VAT claim has resulted in a one-off benefit of £2.7m during the year

The key areas of pressures during 2018/19 were:

- **Children's Safeguarding & Family Support** ended the year with a service overspend of £3.1m. Spend during the year was higher than the budget as there was an increasing number of more expensive specialist placements for looked after children with complex and

severe behaviours or emotional health needs over the course of the year. The Council has invested additional funding of £4.893m into the Children's Safeguarding & Family Support budget over the next year highlighting the very high priority placed by the Council on safeguarding children. A cost improvement plan is in place which is monitored on a regular basis by senior managers and Cabinet Members.

- **Adult Social Care** ended the year with a service overspend of £0.204m. As reported throughout the year, the cost of purchasing care packages from external providers and high demand led to a pressure of £3.1m. This was mitigated by additional income totalling £2.8m from grant funding, CCG funding and client contributions. As part of the budget strategy, the Council has committed additional investment totalling £0.8m into the Adult Social Care budget in 2019/20. The Service also has a Cost Improvement Plan in place to deliver better outcomes and efficiencies.

#### **1.2 2018/19 Capital Outturn.**

Capital spend ended the year at £57.6m against an approved estimate of £71.7m which was in the main due to re-phasing expenditure into 2019/20. The re-phasing of planned spending will generate some further treasury management benefits in 2019/20.

#### **1.3 Income Monitoring**

Overall cash collection is in a good position with over £15m more cash collected than in the previous financial year. The collection rate for Business Rates was ahead of the target for the year although Council Tax collection and Sales Ledger were very slightly behind target. All debt is pursued rigorously and continues to be collected after the end of the financial year with all appropriate recovery avenues being pursued.

#### **1.4 NuPlace Ltd**

2018/19 was the fourth year of operation for NuPlace Ltd, the Council's wholly owned housing investment company. NuPlace is a separate legal entity and as such prepares its own accounts but as NuPlace is wholly owned by the Council consolidated group accounts are also prepared. The unaudited accounts show that NuPlace generated an operating profit before taxation of £0.492m in 2018/19 (£0.343m in 2017/18) and as planned no dividend was distributed. The Council also received income from NuPlace totalling £1.2m during 2018/19 (£1.2m in 2017/18) net of additional interest and other marginal costs.

#### **1.5 General**

The draft formal statement of accounts will be considered at the Audit committee on 30 May 2019 and audited by Grant Thornton, the Council's external auditors during June and July. The accounts will also be available for public inspection for 30 working days from 31 May 2019.

- 1.6** Summaries of the outturn on revenue and capital along with major variations are shown as appendices to this report.

### 1.7 2019/20 Update

The Council faces another very challenging year in 2019/20 and key issues are already highlighted in this first high level review of the budget position. Once the final accounts are completed more detailed new year monitoring will take place and a further, more detailed, report will be brought to the July meeting of the Cabinet with an updated position.

## 2.0 RECOMMENDATIONS

2.1 Cabinet Members are asked to approve the following recommendations which will go forward to Full Council for final approval:

(i) To approve:

- the Revenue outturn position for 2018/19 and related virements in Appendix 3 which is subject to audit by the Council's external auditors;
- the transfers to reserves and associated approval to the relevant Assistant Directors to spend the reserves detailed in section 5

(ii) To approve the Capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix 4 and as summarised in the report.

(iii) To grant delegated authority to the Assistant Director: Finance & HR to make any minor changes required as the outturn is finalised, in consultation with the Cabinet Member for Finance, Commercial & Borough Economy

(iv) To note the performance against income targets.

(v) To note the key issues identified for 2019/20

## 3.0 SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	Delivery of all priority objectives depend on the effective use of available resources. Financial management ensures best use of resources.
<b>TARGET COMPLETION/DELIVERY DATE</b>	Outturn forms the basis of the formal statement of accounts which will be presented to the Audit Committee in draft format at the end of May. The statement of accounts will be audited during June and July and the final version will	

	be published by the end of July following consideration by the Audit Committee.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The financial impacts are detailed throughout the report.
<b>LEGAL ISSUES</b>	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and to take action if overspends /shortfalls emerge. There is a requirement to publish the audited Statement of Accounts by the end of July and the draft accounts should be presented to the Audit Committee before the end of May.
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	Budget holders actively manage their budgets and the many financial risks and challenges that council services face, examples include the risk of a particularly harsh winter which would impact adversely on the winter gritting and adult social care budgets, the increasing dependency on income from a wide range of activities and the risk of interest rate movements. The Council has comprehensive risk management arrangements in place and an appropriate level of contingency within its revenue budget as detailed in this report.
<b>IMPACT ON SPECIFIC WARDS</b>	No	

## **PART B) – ADDITIONAL INFORMATION**

### **4.0 2018/19 REVENUE BUDGET**

4.1 The Council had a gross revenue budget of £428m for 2018/19 and the final net revenue outturn position is as follows (a more detailed summary is provided in Appendix I):

	<b>£m</b>
<b>Net Budget</b>	<b>121.066</b>
<b>Net Expenditure</b>	<b>120.791</b>
<b>Net Position</b>	<b>-0.275</b>
<b>Percentage Net Variance</b>	<b>-0.23%</b>

**4.2** Variations by Service Delivery Unit are summarised below and further detail is provided in Appendix 2.

	<b>Final Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Business, Development & Employment	(1,238,714)	(1,261,997)	(23,283)
Finance & Human Resources	9,669,511	6,609,651	(3,059,860)
Cooperative Council	1,281,684	1,231,424	(50,260)
Children's Safeguarding & Family Support	28,335,408	31,397,462	3,062,054
Education & Corporate Parenting	5,916,289	6,065,553	149,264
Adult Social Care	42,402,862	42,606,652	203,790
Governance, Procurement & Commissioning	2,820,018	2,799,007	(21,011)
Health & Wellbeing	2,725,666	2,826,007	100,341
Customer & Neighbourhood Services	26,088,744	25,774,451	(314,293)
Commercial Services	(1,290,560)	(854,760)	435,800
Corporate Items	4,355,567	5,783,235	1,427,668
<b>Total Net Position</b>	<b>121,066,475</b>	<b>122,976,685</b>	<b>1,910,210</b>
Funding Variance			(455,029)
One Off Benefits			(1,730,664)
<b>Overall Final Outturn</b>			<b>(275,483)</b>

This table shows the position for each service area after the allocation of funds to Council priorities as detailed in section 5 of this report. The figures in the table exclude budgets and variances on asset rentals and pension accounting entries which are "non-controllable" accounting entries. The detailed analysis of all variances is shown in Appendix 2.



4.3 Service variances over £0.100m are highlighted below: -

<b>Service Area</b>	<b>Variance £m</b>
<b><u>Business, Development &amp; Employment</u></b>	
<b>Property Investment Portfolio</b> – early delivery of Growth Fund investments.	-0.743
<b>Planning</b> – additional income achieved during the year.	-0.158
<b>Contribution to Reserve</b> – to support future investment proposals – approved at Cabinet on 15 November 2018.	+0.724
<b>Contribution to Reserve</b> – further contribution to reserves to support future investment proposals – see Section 5 below	+0.425
<b><u>Finance &amp; HR</u></b>	
<b>Treasury Management</b> – benefit due to reduced borrowing costs associated with short-term borrowing at very low interest rates. The position is regularly monitored by senior finance staff and the Council’s external treasury management advisors.	-3.161
<b>External Audit Fee</b> – saving from procurement of external audit fee	-0.107
<b>Contribution to Reserves</b> – towards the cost of Phase 2 of Resourcelink, the Council’s payroll and HR system and to meet the cost of posts funded from one-offs.	+0.360
<b><u>Cooperative Council Team</u></b>	
There are no variations over £100k to report.	
<b><u>Children’s Safeguarding &amp; Family Support</u></b>	
<b>Children in Care Placements</b> – spend during the year was higher than the budget as there was an increasing number of more expensive specialist placements for looked after children with complex and severe behaviours or emotional/health needs over the course of the year.	+2.886
<b>Children and Young People aged 16+</b> – the overspend relates to a small number of children in care aged 16+ who continue to require a high level of support due to their high level of individual need.	+0.630
	-1.150

<b>Application of Contingency</b> – earmarked as part of the 2018/19 budget strategy.	
<b><u>Education &amp; Corporate Parenting</u></b>	
<b>School Transport (pre 16)</b> – the overspend relates to a savings target not yet delivered and expenditure has also been impacted by the increase in the numbers of children and young people with high needs. Work is ongoing to reduce costs.	+0.419
<b>Transport (post 16)</b> – there was a significant increase in the costs of transporting post 16 high needs pupils since September 2018.	+0.171
<b>Corporate Parenting</b> – an increase in Pupil Premium Grant allocated to Telford & Wrekin which has funded an element of the costs resulting in an underspend.	-0.165
<b><u>Adult Social Care</u></b>	
<b>Purchasing</b> – the benefits of social care interventions are starting to materialise, however there is a lead time and some cost reductions will take longer to achieve. The result is a residual pressure on the 2018/19 budget at year end.	+3.063
<b>Income</b> – projected client contributions are higher than budgeted reflecting higher than budgeted costs.	-1.095
<b>Income</b> – projected contributions from Health due to successful negotiations with the CCG and receiving contributions to fund client’s health needs.	-0.605
<b>Income</b> – enablement arising from the Government’s additional winter funding grant	-0.232
<b>Application of Contingency</b> – earmarked as part of the 2018/19 budget strategy.	-0.350
<b>Government Grant</b> – reflects the residual announced “Winter Funding”	-0.590
<b>Community Safeguarding &amp; Social Work</b> – underspend arising from vacant posts	-0.163
<b>Contribution to Reserves</b> –set aside to meet demands on social care, including the cost of staff employed in accordance with the Winter Funding plan agreed with the CCG and to assist the NHS with the timely discharge of patients from hospital.	+0.268

<b><u>Governance, Procurement &amp; Commissioning</u></b>	
<b>Contribution to Reserves</b> – a combination of ICT equipment for elected members following the May 2019 elections; procurement of a Transport IT system; and to support the delivery of future savings. This is funded from underspends within the Service Area.	+0.145
<b><u>Health &amp; Wellbeing</u></b>	
There are no variations over £100k to report.	
<b><u>Customer &amp; Neighbourhood Services</u></b>	
<b>Environmental Maintenance</b> – core environmental maintenance work required in advance of the new contract service standards from 1 April. Also, additional costs of watering due to the dry summer. The new Grounds and Cleansing contract is performance based and will see improved service standards as well as releasing an annual saving of nearly £700k p.a.	+0.173
<b>Customer Services</b> – additional income from transformational specialist supporting capital schemes.	-0.132
<b>Housing Benefit/Council Tax Support</b> – additional grant income received in respect of Welfare Reforms	-0.265
<b>Housing Benefit/Council Tax Support</b> – contribution to reserves to support the ongoing roll out of Universal Credit and sustain customer contact service levels.	+0.266
<b>Housing Benefit Subsidy</b> – additional income from recovery of overpaid benefits as a result of proactive work undertaken by the Benefits Team.	-0.392
<b>Street Lighting/ Highway Lighting</b> – reduction in electricity costs due to the implementation of the LED efficiency programme across the Borough.	-0.291
<b>Waste</b> – tonnages for green waste, recyclates are higher than last year and higher than budgeted due to housing growth.	+0.182
<b>Highways Procurement</b> – procurement costs associated with new highways contract	+0.141

<b>Transfer to Reserves</b> – to fund essential play area resurfacing in 2019/20 – approved at Cabinet on 15 November 2018.	+0.225
<b><u>Commercial Services</u></b>	
<b>Temporary Accommodation</b> – rental income shortfall in relation to the move from one large refuge to two smaller properties which was necessary in order to meet the needs of the client group.	+0.121
<b>BiT – Architects &amp; Building</b> – net over achievement of fee income from additional project work	-0.141
<b>BiT – employee costs</b> – to deliver the programme of works; offset by the overachievement of income above.	+0.129
<b>Leisure</b> – income pressures linked to the impact of new competitors entering the market locally together with a reduction in income relating to Arthog Outdoor Education Centre which had some periods of closure during the year for improvements. An action plan is in place to mitigate this pressure as far as possible.	+0.325
<b>Contribution to Reserves</b> – to support homelessness pressures in 2019/20	+0.175
<b><u>Corporate</u></b>	
Transfers to Reserves – see section 5 below.	+3.007
<b>One off Benefits during 2018/19</b> – including a one-off back-dated VAT refund of £2.673m, following a successful claim for VAT relating to the change in VAT regulations for leisure activities, less transfers to reserves approved by Cabinet in February 2019 of £1.673m; and capitalisation of efficiency/transformation spend permitted under statutory guidance.	-1.730

#### 4.4 Public Health

Responsibility for Public Health transferred to the Council from the NHS in April 2013 together with the associated specific ring-fenced grant funding. In 2018/19 this grant totalled £12.338m. The conditions of the grant are that it must be used to address health needs and improve health and well-being in the community. Improving public health outcomes is delivered across a number of Service Areas and a summary of the grant in 2018/19 is shown in the table below:

	<b>£</b>
Public Health Reserve (grant bwfd from 2017/18)	602,264
Public Health Grant allocation 2018/19	12,338,000
<b>Total Funding</b>	<b>12,940,264</b>
Funding applied during 2018/19	12,268,083
Grant carried forward to 2019/20	672,181

The majority of the 2018/19 grant was allocated to Services during the year, with the exception of £0.289m which was carried forward to 2019/20 to fund known specific one off costs.

Of the £0.602m grant brought forward from 2017/18, £0.219m was applied in 2018/19 leaving £0.383m. Overall, in accordance with Grant Conditions and the treatment of the balance to be carried forward, the grant was fully spent in 2018/19.

#### **4.5 Dedicated Schools Grant (DSG)**

The in-year surplus was £0.564m. However, a deficit of £0.544m had been brought forward to 2018/19 from the previous year so a small year end surplus of £0.020m has been carried forward to 2019/20.

The main reason for the in-year underspend was an additional allocation from the Department for Education (DfE) of high needs DSG to local authorities in December 2018. High needs DSG supports provision for pupils in special schools, colleges, specialist residential provisions and pupil referral units. It also funds education, health and care plans (EHCPs) and other services for high needs pupils in mainstream schools. Telford & Wrekin received an additional £418,000 of high needs DSG in December. The additional funds were allocated in the national context of widespread pressure on the high needs block of DSG, with both the number of children and young people with high needs and their complexity increasing year on year, alongside legislative change by national government which has increased costs. The Council has developed a cost improvement plan to address the pressures in high needs and this helped to control the cost pressures in 2018/19.

However, it should be noted the underlying pressures on high needs, noted above, have not gone away. Should a DSG deficit again be incurred, this can only be met from the following years DSG if the Schools Forum (or failing that the Secretary of State for Education) agree to this. The Council has a very constructive relationship with the local Schools Forum and continues to work hard to tackle the high needs pressures in partnership with the Forum, schools and other providers of education.

## 5.0 RESERVES & BALANCES

5.1 The main General and Special Fund balances were £4.807m at 1<sup>st</sup> April 2018. The position on the main General and Special Fund Balances is now:

	£m
Balances at 1 <sup>st</sup> April 2018	<b>4.807</b>
Contribution to General Fund Balances	0.275
<b>Balances at 31<sup>st</sup> March 2019</b>	<b>5.082</b>

The General/Special Fund balance forms part of the Council's overall reserves and balances.

5.2 In addition to the General and Special Fund Balances, the Council holds a number of contingencies and service balances available to support services in 2019/20. These include:-

- £0.847m specifically set aside to support Children's Safeguarding & in 2019/20 together with the £0.8m recommended in this report;
- £3.000m general contingency to provide further support to Adults and children's safeguarding or for other services if required.
- £21.3m uncommitted additional balances available to support the medium term strategy

5.3 The following specific transfers to reserves are proposed and included in the outturn position:-

<b>Service Team</b>	<b>Amount</b>
	£
<b>Business, Development &amp; Employment</b>	
Contribution to support future investment proposals funded from early delivery of Growth fund investments.	424,918
<b>Finance</b>	
Investment to support the continued roll out and development of Resourcelink, the Council's new payroll/HR system	300,000
Resources for posts currently funded on a temporary basis	60,000

<b>Service Team</b>	<b>Amount</b>
<b>Cooperative Council</b>	
Resources required to support the staffing structure in Organisational Development & Delivery in 2019/20	57,000
<b>Adult Social Care</b>	
Prevention & Enablement – to deliver an all-purpose environment with built in features to promote independent living and to reduce the costs of care and support needs using modern technology and equipment solutions	100,000
Winter Pressures Funding – required in accordance with the Winter Funding plan agreed with the CCG	268,368
<b>Governance, Procurement &amp; Commissioning</b>	
Purchase/replacement of member ICT equipment following the May 2019 elections	37,000
Net income achieved from selling services relating to GDPR; required to support the phased delivery of savings	93,650
Transport IT System procurement	14,375
<b>Health &amp; Wellbeing</b>	
Funding for temporary posts	48,908
Oakengates Theatre – investment required to replace large items of sound and equipment which is at the end of its useful life	60,000
<b>Customer &amp; Neighbourhood</b>	
Benefits – funding to support the ongoing impact of welfare reforms, such as the continued roll out of Universal Credit and sustain call handling performance at an acceptable level.	266,100
<b>Commercial Services</b>	
Arthog – committed to funding a replacement van in 2019/20	4,048
Homelessness – funding to support a number of homelessness pressures	175,000

<b>Service Team</b>	<b>Amount</b>
<b>Council Wide</b>	
Neighbourhoods – funding for essential play area works in 2019/20	43,000
Highways – funding for unavoidable costs associated with the collapse of a wall in The Gorge	150,000
Improving customer facilities	40,000
Asset Management – revenue allocation to meet the cost of surveys, investigation and monitoring relating to higher risk assets	50,000
Social Worker Pay – One off funding required to fund the transition period to the new Social worker salary grading framework. The new framework has been put in place to address the significant difficulties in recruiting and retaining experienced Social Workers and Senior Social Workers.	192,000
Library Service – to offset a saving in 19/20 which will be delivered in 2020/21	32,000
Children’s Safeguarding – additional contingency for 19/20	800,000
<b>Overall Total</b>	<b>3,216,367</b>

5.4 The overall position also includes: £5.273m transfers to reserves approved in the February 2019 financial management report; and £1.7m to the budget strategy reserve to support the medium term service and financial planning strategy in future years and partially mitigate the impact of the considerable funding changes anticipated in 2020/21. The balance of the Public Health ring-fenced grant has also been carried forward to 2019/20 (in line with the grant conditions see section 4.4 above).

As part of the 2019/20 budget process, reserves totalling £16.2m were identified as being available to support the medium term budget strategy. As part of the year end process, these reserves have been consolidated into one budget strategy reserve. Due to the favourable outturn position the budgeted use of balances in 2018/19 was not required and is therefore added to the available balances giving an overall total of £21.3m.



## 6.0 2017/18 CAPITAL PROGRAMME

6.1 The capital programme for 2018/19 totalled £71.78m; spend at year end was £57.64m giving a year end variation of £14.14m which is summarised in the table below:

Service Area	Approved Estimate £m	Spend £m	% Spend £m	Year End Variance £m
Adult Social Care	1.01	0.74	73%	-0.28
Health & Wellbeing	0.06	0.06	80%	-0.00
Development Business & Employment	22.76	16.35	72%	-6.41
Customer & Neighbourhood Services	24.80	22.34	90%	-2.46
Education & Corporate Parenting	8.99	7.44	83%	-1.55
Commercial Services	9.04	7.06	78%	-1.98
Governance, Procurement & Commissioning	0.26	0.19	71%	-0.07
Cooperative Council & Commercial Delivery	2.10	0.87	42%	-1.22
Finance & Human Resources	2.76	2.59	94%	-0.17
<b>Total</b>	<b>71.78</b>	<b>57.64</b>	<b>80%</b>	<b>-14.14</b>

Note: The approved estimate excludes the new allocations, slippage and virements detailed in Appendix 4

6.2 The main scheme re-phasing to future years is shown below with detail included in Appendix 4.

	£m
<b><u>Adult Social Care</u></b>	
Children's and Adults ICT System (Liquid Logic) rephasing of programme	-0.16
<b><u>Development, Business &amp; Employment</u></b>	
Property Investment Programme – rephasing of programme including schemes at T54 within the £50m Growth Fund allocation and refurbishment of PIP assets. To be completed during 19/20	-2.60
Housing Investment – Phase 3 of programme rephased	-0.70
HCA Land Deal – rephasing of spend, mainly site preparation	-0.73
Pride – High Street Challenge and small scale regeneration projects - schemes continue to be delivered in 2019/20	-1.15

Housing – rephasing of spend, dependent upon third party project delivery	-0.47
<b><u>Customer &amp; Neighbourhood Services</u></b>	
Safer routes to schools – programme in development through consultation with schools, to be delivered in 19/20	-0.51
Newport Innovation & Enterprise Package – project ongoing; re-phased to 2019/20	-1.42
Ironbridge Gorge Stability – works to be delivered as part of a wider programme	-0.34
LED Lighting – re-phased in line with programme delivery	-0.53
<b><u>Education &amp; Corporate Parenting</u></b>	
Other School Schemes – re-phased to 2019/20 in line with requirements and contractor payment schedules. Including Burton Borough and Ladygrove Primary enhancements	-1.55
<b><u>Commercial Services</u></b>	
Disabled Facilities Grant – spend re-profiled to 2019/20	-0.63
Asset management plan, general works and surveys – slippage on the main programme, all fully committed in future years	-0.49
ICT/eGov – spend re-profiled to 2019/20, all fully committed to future years	-0.22
Digital advertising – re-profiled to 2019/20	-0.26
Leisure capital schemes –including re-profiling of Aspirations equipment at Oakengates Leisure Centre	-0.22
<b><u>Co-operative Council</u></b>	
Every day Telford, Pride in Your Community – reprofiled and committed to future years	-1.22
<b><u>Finance &amp; Human Resources</u></b>	
Capitalisation of Efficiency Schemes/Severance costs	-0.17

- 6.3 There are a number of new approvals and virements which are also detailed in Appendix 4 and require formal approval.
- 6.4 The funding for the capital programme in 2018/19 included £11m estimated income from capital receipts. The actual income received in year was lower at £8.6m (including £1.2m PIP receipts)– the difference was mainly due to a number of receipts being delayed.
- 6.5 Appendix 5 includes details of Education Section 106 agreements agreed during 2018/19.

## **7.0 NUPLACE**

- 7.1 2018/19 was the fourth year of operation for Nuplace Ltd, the Council's wholly owned housing investment company. The principal activity of which is the procurement of the construction and management of private and affordable residential property for rent. During the year, the company completed sites at Miners Walk, Madeley (53 units), The Oaklands, Dawley (47 units) and Springfields, Newport (33 units). A further 39 units are under development at Coppice Court, Snedshill and are expected to be complete by May 2019, taking the number of properties completed and available to let at 31 March 2019 to 309, (232 properties, 2017/18).

In accordance with the Company's accounting policy, the housing portfolios at Woodland Walk (Madeley), Pool View (Randlay) and Blossom Walk (Hadley) were revalued at the year end, which has resulted in an increase in value of 3.72% (£0.8m) over the three sites.

- 7.2 Nuplace Ltd is a separate legal entity and as such will prepare its own Statement of Accounts and comply with company regulations. The accounts will be audited by Grant Thornton, who also audit the Council's accounts. As Nuplace is wholly owned by Telford & Wrekin Council, the Council is required to prepare Group Accounts as part of its Statement of Accounts for 2018/19 which will consolidate the Council and Nuplace's financial position.
- 7.3 As planned, no dividends were distributed at the end of 2018/19 and the company ended the year with an operating profit before taxation of £0.492m. It should be noted that the Council has received income totalling £1.2m from Nuplace during 2018/19 net of additional interest and other costs which is a combination of interest paid relating to the loan agreement and services Nuplace purchased from the Council. The Council will also benefit from additional Council Tax, and New Homes Bonus as Nuplace properties are completed.

## **8.0 CORPORATE INCOME MONITORING**

- 8.1 The Council's budget includes significant income streams which are regularly monitored to ensure they are on track to achieve targets that

have been set and so that remedial action can be taken at a very early stage. The three main areas are Council Tax, NNDR (business rates) and Sales Ledger. Current monitoring information relating to these is provided below. The Council pursues outstanding debt vigorously, until all possible recovery avenues have been exhausted, but also prudently provides for bad debts in its accounts.

8.2 In total, over £15m more cash was collected in 2018/19 than in 2017/18. NDR collection was above target, but council tax and sales ledger were slightly behind target.

<b>INCOME COLLECTION – 2018 / 19</b>				
	<b>Actual</b>	<b>Target</b>	<b>Performance</b>	<b>Change in cash collected on last year</b>
Council Tax Collection	97.30%	97.4%	0.1% behind target	+£4,184,668
NNDR Collection	99.05%	98.70%	0.35% ahead of target	+£1,346,693
Sales Ledger Outstanding Debt	8.78%	6.00%	2.78% behind target	+£9,787,945

### 8.3 Council Tax (£83.9m)

The percentage of the current year liability for council tax which the authority should have received during the year, as a percentage of annual collectable debit. The measure does not take account of debt that continues to be pursued and collected after the end of the financial year in which it became due. The final collection figure for all financial years exceeds 99%.

Year End performance 2017/18	97.3%
Year End Target for 2018/19	97.4%

Performance is cumulative during the year and expressed against the complete year's debit.

Year End Target	Year End Actual	Last year Actual
97.4%	97.3%	97.3%

Council Tax collection has out-turned in the same position as last year despite being behind target throughout the year. The Revenues Team focused on pro-active debt recovery throughout March to achieve final outcome.

Cash collection increased by £4.1 million compared to the previous year.

### 8.4 NNDR-Business Rates (£75.7m)

The % of business rates for 2018/19 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

The measure does not take into account the debt that continues to be pursued and collected after the end of the financial year in which it became due. As a general rule the final collection figure for any financial year exceeds 99%.

Year End performance 2017/18 98.60%  
 Year End Target for 2018/19 98.70%

Year End Target	Year End Actual	Last year Actual
98.7%	99.05%	98.6%

Business rates has improved significantly from last year. The Revenues Team were more pro-active during February and March and this had a positive outcome on the year end collection position. Cash collected also increased from the following year by £1.3 million.

#### 8.5 **Sales Ledger (£68.3m)**

This includes general debt and Social Care debt. Debt below 2 months is classified as a normal credit period.

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2017/18 are as follows:

Age of debt	Annual Target %	March 2019	
		£m	%
Total	6.00	5,998	8.78%

Sales ledger is outside of target. But this is solely due to one large invoice which has a long term payment arrangement agreed.

We have collected £9.8 million more than this time last year.

#### 9.0 **2019/20 UPDATE**

The first detailed monitoring report for 2019/20 will be considered at Cabinet in July. However, this section of the report gives an early indication of some emerging issues for the new financial year, informed where relevant, by the closedown position reported above. Inevitably, early focus is on areas of potential pressure and managers are now taking action to seek ways to minimise these pressures and to identify ways to mitigate remaining issues.

9.1 Adult Social Care and Safeguarding & Family Support will continue to be areas requiring close monitoring throughout the year. The key areas of focus being the reduction in residential care solutions where appropriate, the promotion of independence, complexity of care needs, and numbers

of Children in Care. Both services have cost improvement plans to assist in the management of cost levels as well as taking a proactive approach to address future changes in funding.

The 2019/20 budget includes a contingency of £0.847m specifically for Children's Safeguarding. This report is recommending a further £0.8m is set aside to provide additional one-off resources (see section 5 above).

## 9.2 **Treasury Management**

A benefit of £0.5m is currently predicted in relation to treasury management which is mainly due to reduced borrowing costs due to low short-term interest rates and rephasing of expenditure in to later years from 2018/19 as explained earlier in this report. This may vary throughout the year dependent on borrowing requirements.

## 10.0 **PREVIOUS MINUTES**

01/03/2018 – Council, Service & Financial Planning Strategy  
31/05/2018 - Cabinet, Service & Financial Planning Report – 2017/18 Outturn and 2018/19 Update  
01/07/2018 – Cabinet, 2018/19 Financial Management Report  
26/07/2018 – Council, 2018/19 Financial Management Report  
15/11/2018 – Cabinet, 2018/19 Financial Management Report  
22/11/2018 – Council, 2018/19 Financial Management Report  
03/01/2019 – Cabinet, 2018/19 Financial Management Report  
17/01/2019 – Council, 2018/19 Financial Management Report  
14/02/2019 – Cabinet, 2018/19 Financial Management Report  
28/02/2019 – Council, 2018/19 Financial Management Report

## 11.0 **BACKGROUND PAPERS**

2018/19 Budget Strategy and Financial Ledger reports  
2019/20 Budget Strategy  
2018/19 Financial Management Reports

Report Prepared by:

Ken Clarke, Assistant Director: Finance & H.R. (C.F.O.) – 01952 383100;

Pauline Harris, Corporate Finance Manager – 01952 383701

## Summary of 2018/19 Outturn Variations

Service Area	Final Budget £	Outturn £	Variance £	Analysis of Variance				
				Asset Rentals £	IAS19 £	Public health £	Service £	One Off Benefits including capitalisation £
Business, Development & Employment	(858,634)	6,667,838	7,526,472	7,116,447	443,900	0	(23,283)	(10,592)
Finance & Human Resources	9,669,511	5,982,227	(3,687,284)	0	372,270	0	(3,059,860)	(999,694)
Cooperative Council	1,281,684	1,363,444	81,760	0	132,020	0	(50,260)	0
Children's Safeguarding & Family Support	28,423,935	31,954,508	3,530,573	12,542	716,750	0	3,062,054	(260,773)
Education & Corporate Parenting	11,960,232	53,272,063	41,311,831	39,099,617	2,062,950	0	149,264	0
Adult Social Care	42,424,728	43,098,474	673,746	41,455	464,970	0	203,790	(36,469)
Governance, Procurement & Commissioning	2,884,008	2,973,276	89,268	(27,412)	202,240	0	(21,011)	(64,549)
Health & Wellbeing	2,725,666	3,284,810	559,144	(18,007)	476,810	0	100,341	0
Customer & Neighbourhood Services	30,722,364	37,953,302	7,230,938	7,187,028	654,820	0	(314,293)	(296,617)
Commercial Services	2,250,620	5,329,406	3,078,786	1,683,686	1,021,270	0	435,800	(61,970)
Corporate Items	(10,417,639)	(70,633,327)	(60,215,688)	(55,095,356)	(6,548,000)	0	1,427,668	0
<b>Total</b>	<b>121,066,475</b>	<b>121,246,021</b>	<b>179,546</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,910,210</b>	<b>(1,730,664)</b>
<b>Total Funding</b>	<b>(121,066,475)</b>	<b>(121,521,504)</b>	<b>(455,029)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(455,029)</b>	<b>0</b>
<b>Net Position</b>	<b>0</b>	<b>(275,483)</b>	<b>(275,483)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,455,181</b>	<b>(1,730,664)</b>

**2018/19 Revenue Budget Variations over £50,000**

Description	Budget £	Outturn £	Variation £	Analysis of Variation					Comments	
				Asset Rent £	IAS19 £	Public Health £	Service £	One Off Benefits including capitalisaton £		
<b>Business, Development &amp; Employment</b>										
<b>Development Management &amp; Planning Policy</b>										
AP - Planning Delivery	Income	(1,353,985)	(1,389,778)	(35,793)		121,770		(157,563)		£105k over delivery Planning fee income including pre-application charge income plus £52k apT income.
<b>Regeneration &amp; Investments</b>										
PIP	Net position	(5,981,280)	(6,723,989)	(742,709)				(742,709)		Early delivery of Growth fund investments.
	Contribution to Reserves	0	724,000	724,000				724,000		Contributions to reserve to support future investment proposals - previously approved.
Management Account	Net position	760,660	715,506	(45,154)		48,510		(93,664)		Capitalisation of TWC land deal costs.
	Asset Rentals	380,080	7,496,527	7,116,447	7,116,447					
<b>Skills</b>										
Skills	Income	(50,000)	5,130	55,130		5,130		50,000		Saving target associated with Apprentice for all, review undertaken earlier in year and scheme was not scalable. Alternative income targets have been identified going forward.
Connexions for Youth	Net Position	844,850	826,026	(18,824)		44,320		(63,144)		Additional income from increased uptake of Future Focus and one off vacancy management.
<b>Inward Investment &amp; Business Support</b>										
Management	Employees	309,100	264,765	(44,335)		19,720		(64,055)		One off vacancy management.
ERDF Marches Growth Hub	Net position	(90,400)	(11,706)	78,694				78,694		In year shortfall on phasing of ERDF Marches Growth Hub grant delivery and additional income target. This was a 3 year programme ending September 19/20.
BDE	Contributions to Reserves	0	424,918	424,918				424,918		Contributions to reserve to support investment proposals.
Variations under £50,000		4,322,341	4,336,439	14,098		204,450		(179,760)	(10,592)	Flexible use of Capital Receipts.
<b>Total Business, Development &amp; Employment</b>		<b>(858,634)</b>	<b>6,667,838</b>	<b>7,526,472</b>	<b>7,116,447</b>	<b>443,900</b>	<b>0</b>	<b>(23,283)</b>	<b>(10,592)</b>	
<b>Finance &amp; Human Resources</b>										
Revenues	Supplies & Services	314,450	232,898	(81,552)				(81,552)		Underspends on postage, printing and legal costs
Revenues	Income	(911,040)	(850,918)	60,122				60,122		Shortfall against Court Fee income for Council Tax and NNDR
Customer & Corporate Finance	Income	(970,080)	(3,683,819)	(2,713,739)				(41,045)	(2,672,694)	VAT Refund of £2.67million, of which £1.223million has been transferred to the Capacity Fund and £0.45million to the VAT/Taxation fund
Customer & Corporate Finance	Supplies & Services - Contribution to Reserves	0	1,673,000	1,673,000				0	1,673,000	Transfer of £1.223million to Capacity Fund and £0.45million to VAT/Taxation Fund
Business Education & Care	Employees	1,185,370	1,207,116	21,746		82,860		(61,114)		Underspend on staffing due to 4 vacant posts for part of the year
Business Education & Care	Income - Contributions from reserves	(74,780)		74,780				74,780		Budgeted contribution from reserves to support staffing structure not required due to part year vacancies.
Payroll	Supplies & Services - Contributions to reserves		75,000	75,000				75,000		Contribution to reserves to support Resourcelink Phase 2
Payroll	Income	(681,850)	(746,405)	(64,555)				(64,555)		Additional income received for Employment Services from external clients such as the Fire Service
Human Resources	Employees	936,320	1,058,657	122,337		68,740		53,597		Overspend on staffing due to additional hours worked to support the implementation of Resourcelink
External Audit Fees	Supplies & Services	201,590	94,644	(106,946)				(106,946)		Saving from renegotiation of the external audit fee



**2018/19 Revenue Budget Variations over £50,000**

Description	Budget £	Outturn £	Variation £	Asset Rent £	Analysis of Variation			Service £	One Off Benefits including capitalisation £	Comments
					IAS19 £	Public Health £				
Assistant Director	0	285,000	285,000					285,000		£225k Transfer to reserve for Resourcelink phase 2 and £60k for Finance staffing
Treasury (FHAG,FHAC,FHAJ R0101,R0111,FIFH)	7,559,186	4,398,575	(3,160,611)					(3,160,611)		Savings arising from Treasury Management activities
Variations under £50,000	2,110,345	2,238,479	128,134		220,670			(92,536)		
<b>Total Finance &amp; Human Resources</b>	<b>9,669,511</b>	<b>5,982,227</b>	<b>(3,687,284)</b>	<b>0</b>	<b>372,270</b>	<b>0</b>	<b>(3,059,860)</b>	<b>(999,694)</b>		
<b>Cooperative Delivery Unit</b>										
Organisational Development & Delivery	0	57,000	57,000					57,000		Transfer to reserve to support staffing structure in future years as funding streams reduce.
Variations under £50,000	1,281,684	1,306,444	24,760		132,020			(107,260)		
<b>Total Cooperative Delivery Unit</b>	<b>1,281,684</b>	<b>1,363,444</b>	<b>81,760</b>	<b>0</b>	<b>132,020</b>	<b>0</b>	<b>(50,260)</b>	<b>0</b>		
<b>Children's Safeguarding &amp; Family Support</b>										
Assessments	367,003	306,835	(60,168)					(60,168)		The variation reflects the creation of an in house service offering mother and baby assessments. This reduced the requirement for more costly external assessments to be undertaken.
Children & Young People aged 16+	391,542	1,021,491	629,949					629,949		A small number of children in care aged 16+ have a very high level of need. Five young people accounted for over 40% of the expenditure in this area.
Children in Care Adoption Allowances	177,900	245,436	67,536					67,536		There was an increase in young people adopted since the start of the year, with a corresponding increase in adoption allowances. Whilst this created a budget pressure in this area, an increase in adoptions is likely to be positive for the financial situation of Safeguarding as a whole as, it prevents the need for the children and young people to be placed in more expensive options.
CIC Placements	13,079,120	15,965,115	2,885,995					2,885,995		Expenditure in the year was at a significantly higher level than the budget and also 2017/18 expenditure (which was £14.2m). During the course of the year a number of new young people required support but the costs of these new entrants were largely contained within the value of funds released by those leaving Safeguarding. The largest financial pressure therefore arose through changes to the cost of existing placements as a result of more complex and severe behaviours or emotional health needs.
Independent Review - Staffing	533,824	655,375	121,551		50,600			70,951		The cost of the agreed staffing numbers exceeded the available budget in 2018/19.
Independent Review - Under £50k	314,832	385,303	70,471					70,471		
Joint Adoption Service	506,935	594,212	87,277					87,277		T&W is part of a joint adoption service with Shropshire Council. An increase in expenditure compared to the original budget for the service was agreed between the two authorities earlier in the year. As noted above in the comment regarding adoption allowances, if the number of adoptions can be increased, this is likely to be cost effective.
Staffing - salaries	10,641,704	10,680,025	38,321		111,120			25,232	(98,031)	Recruitment of staff continued to be challenging leading to delays which led to the need to recruit more expensive short-term agency staff. However this was offset by significant savings arising from unfilled vacancies elsewhere within the service.
Under £50k	2,411,075	3,250,716	839,641	12,542	555,030			434,811	(162,742)	
Application of Contingency	0	(1,150,000)	(1,150,000)					(1,150,000)		
<b>Total Children's Safeguarding &amp; Family Support</b>	<b>28,423,935</b>	<b>31,954,508</b>	<b>3,530,573</b>	<b>12,542</b>	<b>716,750</b>	<b>0</b>	<b>3,062,054</b>	<b>(260,773)</b>		
<b>Education &amp; Corporate Parenting</b>										
Specialist Services	631,049	776,871	145,822	0	61,680	0		84,142		The service has recently restructured but in the context of increasing numbers of children and young people with high needs, the service has not yet been able to reduce costs sufficiently to achieve the savings target. However, flexible use of grants and additional income generation has resulted in an improvement in the year end position compared to monitoring projections earlier in the year.

**2018/19 Revenue Budget Variations over £50,000**

Description	Budget £	Outturn £	Variation £	Asset Rent £	IAS19 £	Analysis of Variation			One Off Benefits including capitalisaton £	Comments
						Public Health £	Service £			
School Transport	2,545,653	2,964,370	418,717	0	0	0	418,717			Expenditure on home to school transport in 2018/19 was at a similar level to 2017/18, but last year and this year's budgets included significant savings targets. There is on- going work in this area to deliver these savings, including encouraging parents to transport their children to school where possible and more sharing of taxis. The number of coaches required to transport children to mainstream schools has been reduced from September 2018 and further reductions will be made in future years as denominational transport ceased for new pupils in September 2017. Changes in catchment areas will also reduce the number of coaches required. However, expenditure on transport is being impacted by the increase in the numbers of children and young people with high needs in the area, as the majority of expenditure on education transport is related to high needs. This is offsetting some of the savings that are being delivered. Flexible use of grants enabled some improvement in the year-end position compared to monitoring projections earlier in the year.
Post 16 Transport	195,420	366,143	170,723	0	0	0	170,723			This area transferred to Education & Corporate Parenting from Business, Development & Employment during 2018/19. There was a significant increase in the costs of transporting post 16 high needs pupils from September 2018, with a small number of young people accounting for a significant proportion of the overall variation.
Corporate Parenting	201,892	49,892	(152,000)	0	12,930	0	(164,930)			Looked after Children (LAC) are entitled to a higher rate of Pupil Premium Grant (PPG) and the grant is overseen by each local authority's virtual head. The grant can be used both for the local authority's duties and also allocated to the schools attended by LACs. An increase in the PPG being allocated to T&W enabled more of the costs of the Corporate Parenting team to be funded by PPG, thus resulting in the budget saving.
Early Years & Childcare	53,182	18,368	(34,814)	0	17,200	0	(52,014)			The team is partly traded and has been working to generate more traded income to offset the costs being funded by the Council. In addition, flexible use of grants has supported the service area. A combination of these elements has resulted in an underspend against budget, which by year-end had exceeded £50,000.
Management	205,439	140,866	(64,573)	0	28,400	0	(92,973)			Flexible use of grants has enabled the cost of management being borne by the Council to be reduced below the level budgeted.
Variations under £50,000	8,127,597	48,955,553	40,827,956	39,099,617	1,942,740	0	(214,401)			
<b>Total Education &amp; Corporate Parenting</b>	<b>11,960,232</b>	<b>53,272,063</b>	<b>41,311,831</b>	<b>39,099,617</b>	<b>2,062,950</b>	<b>0</b>	<b>149,264</b>	<b>0</b>		
<b>Adult Social Care</b>										
Purchasing	All care types	50,697,678	53,723,776	3,026,098				3,062,567	(36,469)	Pressure on ASC care purchasing budgets, a significant proportion of which is domiciliary care agency support to meet the demand placed on the service. This pressure is offset by corresponding income contributions from various sources reported below as well as successful challenges to other public bodies on accepting their responsibility for care costs.
Purchasing income	Client contributions	(5,379,623)	(6,474,331)	(1,094,708)				(1,094,708)		Directly linked to the variation reported above
Purchasing income	Health income	(1,074,526)	(1,679,501)	(604,975)				(604,975)		Successful joint working and negotiations with CCG resulting in higher than anticipated levels of income towards the cost of care reported above
Purchasing income contributions	Enablement	(2,113,188)	(2,344,973)	(231,785)				(231,785)		Enablement services are funded from a combination of BCF, CCG contributions and Council funding. This variation results from additional in year Government "Winter funding" grant
Income	Application of Contingency	0	(350,000)	(350,000)				(350,000)		As per 2018/19 budget
Net care purchasing	Sub total	42,130,341	42,874,971	744,630	0	0	0	781,099	(36,469)	This is the net pressure combining the pressure on costs of care and offsetting additional income sources directly associated with the care provision. The net residual pressure against the net budget for purchasing care has arisen in the main from the increased costs of homecare during the year as a result from the necessary purchasing of agency support to meet the demand which could not be met by local domiciliary care providers.

**2018/19 Revenue Budget Variations over £50,000**

Description	Budget £	Outturn £	Variation £	Asset Rent £	IAS19 £	Analysis of Variation			Comments	
						Public Health £	Service £	One Off Benefits including capitalisation £		
Grant income	(5,938,234)	(6,528,024)	(589,790)					(589,790)	Grant income received from Government in respect of Improved Better Care fund, Care Act funding, War pension disregard, Independent Living Fund and the residue of Winter Funding grant (£774k in total), announced in Autumn 2018	
Contribution to reserves	0	268,368	268,368					268,368	This reserve has been established to meet the costs of staff employed in accordance with the Winter Funding plan agreed with the CCG, to meet the demands placed on Social Care and to assist the NHS in the timely discharge of patients from hospital	
Community Safeguarding & Social Work	Employee & operating expenditure	2,803,311	2,640,268	(163,043)				(163,043)	Various savings in operational costs mainly from difficulty in recruiting front line staff resulting in a reduction in employee costs in year	
Community Early Help	Employee & operating expenditure	99,992	67,440	(32,552)				(32,552)	Various savings in operational costs mainly from difficulty in recruiting front line staff resulting in a reduction in employee costs in year	
Community Early Help	Grant income	0	(61,632)	(61,632)				(61,632)	Application of Winter funding as per the agreed plan	
ASC Directorate	Employee & operating expenditure	228,150	152,213	(75,937)				(75,937)	Various savings in operational costs mainly from difficulty in recruiting front line staff resulting in a reduction in employee costs in year	
ASC Directorate	Contribution to reserves	0	100,000	100,000				100,000	See section 5 of report	
IAS19		0	464,970	464,970		464,970				
Variations under £50,000		3,101,168	3,119,900	18,732	41,455			(22,723)		
<b>Total Adult Social Care</b>		<b>42,424,728</b>	<b>43,098,474</b>	<b>673,746</b>	<b>41,455</b>	<b>464,970</b>	<b>0</b>	<b>203,790</b>	<b>(36,469)</b>	
<b>Governance, Procurement &amp; Commissioning</b>										
SLA Budgets	Supplies & Services	582,371	577,817	(4,554)				59,995	(64,549)	Expenditure reflects the provision of services in the main by Third Sector organisations. The pressure reflects an extension to the contract to deliver Mental Health Hubs
GDPR Income & Associated Salaries	Income/Employees (GDPR)	(14,000)	(107,648)	(93,648)				(93,648)		Increased level of income received from the successful marketing of GDPR support services to other organisations including schools etc
Various service areas	Contribution to reserves	0	145,025	145,025				145,025		See section re transfer to reserves in the year end report
Variations under £50,000		2,315,637	2,358,082	42,445	(27,412)	202,240		(132,383)		
<b>Total Governance, Procurement &amp; Commissioning</b>		<b>2,884,008</b>	<b>2,973,276</b>	<b>89,268</b>	<b>(27,412)</b>	<b>202,240</b>	<b>0</b>	<b>(21,011)</b>	<b>(64,549)</b>	
<b>Health &amp; Wellbeing</b>										
Public Health	Employee's	0	(157,889)	(157,889)	0	0	(157,889)	0		
	Non employee costs	0	(131,010)	(131,010)	0	0	(131,010)	0		
	Contribution to Reserves	0	288,899	288,899	0	0	288,899	0		Public Health ring fenced grant carry forward balance
Events	Contribution to Reserves	0	48,908	48,908	0	0		48,908		See Section 5 of the report
Theatre	Contribution to Reserves	0	60,000	60,000	0	0		60,000		See Section 5 of the report
My Options		471,111	535,024	63,913	(18,007)	0		81,920		
IAS19		0	476,810	476,810	0	476,810		0		
Variations under £50,000		2,254,555	2,164,068	(90,487)	0	0		(90,487)		
<b>Total Health &amp; Wellbeing</b>		<b>2,725,666</b>	<b>3,284,810</b>	<b>559,144</b>	<b>(18,007)</b>	<b>476,810</b>	<b>0</b>	<b>100,341</b>	<b>0</b>	
<b>Customer &amp; Neighbourhood Services</b>										
Trading Standards	Employees	349,510	290,450	(59,060)		20,890		(79,950)		Early delivery of restructure savings used to offset in year income pressures
Environmental Maintenance	Various	4,320,381	4,758,965	438,584		266,074		172,510		Core environmental maintenance work undertaken to prepare key areas for new improved contract service standards from 1st April. In particular, high density residential areas. These works have included additional pruning, estate tree work and deep cleansing operations. Due to the very dry summer, additional costs for watering summer bedding, newly planted areas and trees led to additional expenditure. The new Grounds & Cleansing contract is performance based and will see improved service standards as well as releasing an annual saving of nearly £700k.
Play & Youth Facilities	Supplies & Services - Contributions to reserves	0	225,000	225,000				225,000		To fund essential play area maintenance in 2019/20; Approved at Cabinet 15/11/18.
NRSA – New Roads & Streetworks Act	Various	(339,340)	(380,708)	(41,368)		12,130		(53,498)		Additional permit and road closure income achieved
Highways & Transportation Strategic Policy	Supplies & Services	1,790	94,721	92,931				92,931		Additional costs incurred in respect of maintenance and investment into personal development and qualifications of key personnel to fulfil new roles.

**2018/19 Revenue Budget Variations over £50,000**

Description	Budget	Outturn	Variation	Analysis of Variation					Comments	
				Asset Rent	IAS19	Public Health	Service	One Off Benefits including capitalisation		
	£	£	£	£	£	£	£	£		
Concessionary Travel	Supplies & Services	1,653,820	1,589,809	(64,011)				(64,011)		Reduction in costs of concessionary travel as a result of lower take up of service
Transformation Specialist - Customer Services	Various	0	(99,143)	(99,143)		33,230		(132,373)		Additional income generated from supporting capital schemes
Housing Benefit/Council Tax Support Team	Supplies & Services - Contribution to reserves	0	266,108	266,108				266,108		Contribution to reserve to support impact of Welfare Reforms in future years
Housing Benefit/Council Tax Support Team	Income	(898,230)	(1,163,256)	(265,026)				(265,026)		Additional grant income received in respect of Welfare Reforms
Housing Benefit Subsidy	Various	(190,000)	(581,961)	(391,961)				(391,961)		Additional income received in respect of overpaid benefits which has been recovered as a result of the proactive work undertaken by the Benefits and Revenues staff
T&W Footpath – Special Fund	Premises-Related Expenditure	607,780	489,040	(118,740)				(118,740)		Reduction in electricity costs due to the implementation of the LED efficiency programme across the Borough
Highway Lighting – General Fund	Premises-Related Expenditure	779,910	607,052	(172,858)				(172,858)		
Recycling & Waste Management	Employees	308,070	271,102	(36,968)		14,340		(51,308)		Underspend arisen due to vacant post in year and staff not at top of grade
Waste Collection (Veolia)	Third Party Payments	1,566,620	1,620,204	53,584				53,584		Overspend on Waste Collection Recharge for 2018/19 due to growth in the number of properties in the Borough being higher than originally estimated within the Waste Model.
Sweeping Payment (Veolia)	Third Party Payments	276,870	184,201	(92,669)				(92,669)		Underspend on waste due to the tonnage for sweepings being significantly lower than budget, this is consistent with reduced tonnages experienced in 2017/18.
Waste Transport, Treatment and Disposal Payment (Veolia)	Various	4,082,270	4,264,145	181,875				181,875		Tonnages for green waste, recyclates and energy for waste are higher than 2017/18 and are also higher than the waste model due to increased housing growth.
Street Cleansing and Grounds Maintenance Procurement	Supplies & Services	150,000	60,320	(89,680)				140,867	(230,547)	Capitalisation Directive used for spend around the procurement costs for the new Highways and Grounds & Cleansing contracts. Service overspend relates to costs for the new Highways contract.
Variations under £50,000		18,052,913	25,457,253	7,404,340	7,187,028	308,156		(24,774)	(66,070)	
<b>Total Customer &amp; Neighbourhood Services</b>		<b>30,722,364</b>	<b>37,953,302</b>	<b>7,230,938</b>	<b>7,187,028</b>	<b>654,820</b>	<b>0</b>	<b>(314,293)</b>	<b>(296,617)</b>	
<b>Commercial Services</b>										
<b>Housing, NuPlace &amp; Commercial Projects</b>										
Temporary Accommodation	Income	(236,510)	(115,151)	121,359				121,359		Net rental income shortfall in relation to the move from one large refuge to two smaller properties to meet the needs of the client group. This reduction in size has led to an income shortfall. Both properties are occupied and the future of these properties are being reviewed to decide on the best use of these units.
	Income - contribution from Reserves	0	(60,000)	(60,000)				(60,000)		One off use of Reserve created from 17/18 outturn to reduce the above pressure.
Homelessness	Contribution to Reserves	0	175,000	175,000				175,000		Funding to support a number of Homelessness pressures in 19/20.
Housing Management	Income	(489,461)	(550,339)	(60,878)				(60,878)		Increased DFG income.
Telford Home Finder	Income	(84,425)	(16,594)	67,831				67,831		Decision on original target and savings have been realigned and Telford Home Finder income reduced and targets rephased.
<b>Building Innovation (biT)</b>										
biT Architect and Building	Income	(2,218,910)	(2,359,973)	(141,063)				(141,063)		Additional income from an increasing programme of works. Offset by capital scheme slippage into 19/20.
	Employee	889,365	1,100,501	211,136		82,270		128,866		Additional employee costs due to the need to recruit to deliver an increasing programme of work, these are offset by additional income above.
<b>ICT</b>										
Photocopying & Printing	Net position	(70,190)	(127,489)	(57,299)				(57,299)		Additional reductions in Printing.
ICT Corporate Service	Income	(2,662,920)	(2,760,682)	(97,762)				(97,762)		Additional project income from some large schemes and efficient use of resources.
<b>Operations</b>										
Outdoor Education	Income	(1,083,650)	(921,676)	161,974				161,974		Pressure linked to some periods of closure to carry out improvements to the centre and a reduction in bookings from Shropshire Schools between January-March 2019. A detailed action plan is in place to mitigate this pressure as far as possible.

**2018/19 Revenue Budget Variations over £50,000**

Description		Budget £	Outturn £	Variation £	Asset Rent £	Analysis of Variation			One Off Benefits including capitalisaton £	Comments
						IAS19 £	Public Health £	Service £		
Leisure Centres - Aspirations	Expenditure	1,109,600	1,077,645	(31,955)		39,860		(56,266)	(15,549)	Reduction in Operation running costs in line with the detailed action plan.
	Net position	(1,737,744)	(1,562,997)	174,747		11,200		163,547		Income pressures within Leisure linked to the impact of new competitors entering the gym market locally, the full impact into 19/20 is currently being reviewed and is likely to significantly increase this pressure. An action plan is in place to mitigate this pressure as far as possible.
Primary Cleaning	Employees	1,024,180	1,012,459	(11,721)		56,020		(67,741)		Use of one off contingency and Employee cost underspends.
Education Catering	Net position	(75,059)	40,507	115,566		161,280		(45,714)		Use of one off reserve and contingency to manage rising food costs.
Commercial Services	Asset Rentals	3,541,180	5,224,866	1,683,686	1,683,686			203,946		
Variations under £50,000		4,345,164	5,173,329	828,165		670,640			(46,421)	
<b>Total Commercial Services</b>		<b>2,250,620</b>	<b>5,329,406</b>	<b>3,078,786</b>	<b>1,683,686</b>	<b>1,021,270</b>	<b>0</b>	<b>435,800</b>	<b>(61,970)</b>	
<b>Corporate Items</b>										
Other Council Wide codes		(12,328,194)	(79,030,051)	(66,701,857)	(55,202,605)	(6,548,000)		(4,951,252)		Includes the balance remaining in the central contingency, net of transfers already approved; together with the Council's share of the national Business Rates Levy Account surplus
FHAJ Asset Rental		296,953	404,202	107,249	107,249					
Transfers to Reserves			3,007,000	3,007,000				3,007,000		Transfer to Balances - see section 5.3 and 5.4 in the report
Use of Balances		(1,323,750)	2,009,250	3,333,000				3,333,000		Budgeted use of balances not required
Variations under £50,000		2,937,352	2,976,272	38,920				38,920		
<b>Total Corporate Items</b>		<b>(10,417,639)</b>	<b>(70,633,327)</b>	<b>(60,215,688)</b>	<b>(55,095,356)</b>	<b>(6,548,000)</b>	<b>0</b>	<b>1,427,668</b>	<b>0</b>	
<b>Total Net Position</b>		<b>121,066,475</b>	<b>121,246,021</b>	<b>179,546</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,910,210</b>	<b>(1,730,664)</b>	
<b>Funding</b>		<b>(121,066,475)</b>	<b>(121,521,504)</b>	<b>(455,029)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(455,029)</b>	<b>0</b>	The majority relates to additional S31 grant income received in 2018/19
<b>Total</b>		<b>0</b>	<b>(275,483)</b>	<b>(275,483)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,455,181</b>	<b>(1,730,664)</b>	

## 2018/19 Revenue Virements for Approval

Virements To:	£	Virements From:	£
<b>Adult Social Care</b>			
Purchasing of Care - all client groups	3,026,098	Purchasing Income - client contributions	- 1,094,708
Contribution to Reserves	368,368	Purchasing Income - Health income	- 604,975
		Purchasing Income - Enablement	- 231,785
		Grant Income	- 589,790
		Contribution from Reserves	- 350,000
		Community Safeguarding & Social Work - employee/operating expenditure	- 163,043
		ASC Directorate - employee and operating expenditure	- 75,937
		Community Early Help - grant income	- 61,632
IAS 19	464,970	Variations under £50,000	- 55,275
Asset Rentals	41,455		
	<b>3,900,891</b>		<b>- 3,227,145</b>
<b>Business, Development &amp; Employment</b>			
Post 16 Transport - Transport		AP - Planning Delivery - income	- 157,563
Skills - income	50,000	Management Account	- 93,664
ERDF Marches Growth Hub	78,694	PIP	- 742,709
Contribution to Reserves	1,148,918	Connexions for Youth - income	- 63,144
		Inward Investment & Business Support - employees	- 64,055
IAS 19	443,900	Variations under £50,000	- 190,352
Asset Rentals	7,116,447		
	<b>8,837,959</b>		<b>- 1,311,487</b>
<b>Cooperative Council</b>			

Organisational Development & Delivery - transfer to reserves	57,000	Variations under £50,000	-	107,260
IAS 19	132,020			
	189,020		-	107,260

#### Commercial Services

Housing - temporary accommodation - income	121,359	Housing - temporary accommodation - contribution from reser -	-	60,000
Telford Homefinder - income	67,831	Housing management - income	-	60,878
BiT Architect and Building - Employees	128,866	BiT - Architect and Building - Income	-	141,063
Outdoor Education - income	161,974	ICT - photocopying & printing	-	57,299
Leisure Services - Aspirations	163,547	ICT - income	-	97,762
Contribution to reserves	175,000	Outdoor Education - running costs	-	71,815
		Primary Cleaning - employees	-	67,741
		Education Catering - one off reserves	-	45,714
IAS 19	1,021,270			
Asset Rentals	1,683,686			
	3,523,533		-	602,272

#### Customer & Neighbourhood Services

Environmental Maintenance - contract	172,510	Trading Standards - employees	-	79,950
Highways & Engineering - income shortfall		New Roads & Streetworks Act	-	53,498
Highways & Transportation - strategic policy - supplies & services	92,931	Flood Barriers		
Transformation Specialist - Customer Services - income	-132,373	New Roads and Streetworks - income		
Contributions to Reserves	225,000	Concessionary Travel - supplies and services	-	64,011
Hsg Benefit /CT Support Team - contribution to reserves	266108	Hsg Benefit /CT Support Team - grant income	-	265,026
Waste Collection - third party payments	53,584	Hsg Benefit Subsidy - income	-	391,961
Waste Transport, Treatment and Disposal	181,875	Recycling and Waste Management - employees	-	51,308
		Waste - sweeping - third party payments	-	92,669

		Street Cleansing and Grounds Mtce Procurement	-	89,680
		Street lighting - premises related	-	291,598
IAS 19	654,820	Variations under £50,000	-	90,844
Asset Rentals	7,187,028			
	<b>8,701,483</b>		-	<b>1,470,545</b>
<b>Finance &amp; HR</b>				
Revenues - income	60,122	Revenues - supplies and services	-	81,552
Customer & Corporate Finance - contribution to reserves	1673000	Customer & Corporate Finance - income		-2713739
Business, Education & Care - contribution from reserves	74,780	Treasury Management		-3160611
Payroll - contribution to reserves	75,000	Payroll - income	-	64,555
HR - employees	53,597	External Audit fee - supplies & services		-106,946
AD - contribution to reserves	285000	Business, Education & Care - employees	-	61,114
IAS 19	372,270	Variations under £50,000		
	<b>2,593,769</b>		-	<b>6,188,517</b>
<b>Governance, Procurement &amp; Commissioning</b>				
Contribution to reserves	145,025	Commissioning - SLA Budgets	-	4,554
		GDPR Income	-	93,648
IAS 19	202,240	Variations under £50,000	-	132,383
		Asset Rentals		-27412
	<b>347,265</b>		-	<b>257,997</b>
<b>Health &amp; Wellbeing</b>				
Public Health - contribution to reserves	288,899	Public Health - employees	-	157,889
Contribution to Reserves	108,908	Public Health - operational costs	-	131,010
My Options	81,920	Public Health - supplies and services		
IAS 19	476,810	Variations under £50,000	-	90,487
		Asset Rentals	-	18,007



	956,537		-	397,393
<b>Education &amp; Corporate Parenting</b>				
Specialist Services - income	84,142	Corporate Parenting - grant income	-	164,930
School Transport	418,717	Early Years & Childcare - income	-	52,014
Post 16 Transport	170,723	Management - grant income	-	92,973
		Variations under £50,000	-	214,401
IAS 19	2,062,950			
Asset Rentals	39,099,617			
	41,836,149		-	524,318
<b>Children's Safeguarding &amp; Early Help</b>				
Children in Care - placements	2,885,995	Assessments	-	60,168
Children & Young People aged 16+	629,949	Use of Balances	-	1,150,000
Children in Care - Adoption Allowances	67,536	Children's Safeguarding & Family Support - employees	-	72,799
Joint Adoption Service	87,277			
Independent Review - employees	70,951			
Asset Rentals	12542			
IAS 19	716,750			
	4,471,000		-	1,282,967
<b>Council Wide, Corporate &amp; Transfers to Reserves</b>				
Contribution to Reserves	3,007,000	Other Council Wide	-	4,684,349
Use of Balances	3,333,000			
		IAS 19	-	6,548,000
		Asset Rentals	-	55,095,356
	6,340,000		-	66,327,705
<b>Total</b>	<b>81,697,606</b>		-	<b>81,697,606</b>

## Capital Approvals - by Service Area

## Virements

Scheme	Service Area	Funding Source	18/19 £	19/20 £	20/21 £	21/22 £	Later Yrs £
Every Day Telford -Pride in your Community	Co-operative Council	Prudential	(79,364.90)				
All Other School schemes	Education & Corporate Parenting	Prudential	79,364.90				
Newport Innovation & Enterprise Package	Customer & Neighbourhood Services	Grant	9.59				
HCA Land Deal	Development Business and Employment	Grant	(9.59)				
Asset Management Plan - General Works & Surveys	Commercial Services	Prudential	(100,000.00)				
All Other School schemes	Education & Corporate Parenting	Prudential	100,000.00				
Property Investment Portfolio	Development Business and Employment	Grant	339,845.88				
Newport Innovation & Enterprise Package	Customer & Neighbourhood Services	Grant	(339,845.88)				
Telford Growth Package	Customer & Neighbourhood Services	External	25,534.90				
HCA Land Deal	Development Business and Employment	External	(25,534.90)				
HCA Land Deal	Development Business and Employment	Grant	74,068.08				
Newport Innovation & Enterprise Package	Customer & Neighbourhood Services	Grant	(74,068.08)				
Property Investment Portfolio	Development Business and Employment	Prudential		(339,845.88)			
Newport Innovation & Enterprise Package	Customer & Neighbourhood Services	Prudential		339,845.88			
<b>Total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## Slippage

Scheme	Service Area	Funding Source	18/19 £	19/20 £	20/21 £	21/22 £	Later Yrs £
Integrated Community Schemes	Adult Social Care	Prudential	(80,600.00)	80,600.00			
Children's and Adults ICT system review	Adult Social Care	Prudential	(160,591.39)	160,591.39			
Social Care Capital Grant	Adult Social Care	Grant	(33,820.52)	33,820.52			
Superfast Broadband Programme	Development Business and Employment	Capital Receipts	(171,392.85)	171,392.85			
Town Centre - Phase 1	Development Business and Employment	Capital Receipts	(206,154.98)	206,154.98			
Orleton Park recreation	Development Business and Employment	Prudential	(49,448.00)	49,448.00			
Dawley Regeneration	Development Business and Employment	Prudential	(2,376.36)	2,376.36			
HCA Land Deal	Development Business and Employment	External	(278,939.63)	278,939.63			
HCA Liability Sites	Development Business and Employment	External	(478,471.71)	478,471.71			
Housing	Development Business and Employment	Prudential	(475,000.00)	475,000.00			
Pride - High Street	Development Business and Employment	Prudential	(677,329.65)	677,329.65			
Pride - High Street	Development Business and Employment	Revenue	(471,941.89)	471,941.89			
Capital Receipts Site Preparation	Development Business and Employment	Capital Receipts	(578,058.57)		578,058.57		
Property Investment Portfolio	Development Business and Employment	Prudential	(2,031,912.97)	2,031,912.97			
Property Investment Portfolio	Development Business and Employment	Capital Receipts	(349,650.00)	349,650.00			
Property Investment Portfolio	Development Business and Employment	Revenue	(702,211.20)	702,211.20			
Housing Company- Housing	Development Business and Employment	Prudential	(715,753.12)	715,753.12			
Freshwater First	Customer & Neighbourhood Services	Government Grant	(3,100.00)	3,100.00			
Freshwater First	Customer & Neighbourhood Services	Revenue	(3,000.00)	3,000.00			
LED Lighting Invest To Save	Customer & Neighbourhood Services	Prudential	(575,711.82)	575,711.82			
Rights of Way	Customer & Neighbourhood Services	Revenue	(39,575.00)	39,575.00			
Town Centre Connectivity	Customer & Neighbourhood Services	Prudential	(1,637.83)	1,637.83			
Highways/Footpaths	Customer & Neighbourhood Services	Prudential	835,000.00	(1,152,000.00)	317,000.00		
Ironbridge Gorge Stability	Customer & Neighbourhood Services	Prudential	(344,780.14)	344,780.14			
Customer Services Systems Development	Customer & Neighbourhood Services	Revenue	(5,280.90)	5,280.90			
Safer Routes to Schools	Customer & Neighbourhood Services	Revenue	(507,117.96)	507,117.96			
Estate Car Parking	Customer & Neighbourhood Services	Revenue	(33,967.65)	33,967.65			
Integrated Transport	Customer & Neighbourhood Services	Revenue	0.00	0.00			
Integrated Transport	Customer & Neighbourhood Services	Prudential	(187,535.35)	187,535.35			
Highways & Bridges Capital Maintenance	Customer & Neighbourhood Services	Prudential	(138,124.59)	138,124.59			

Customer Services Systems Development	Customer & Neighbourhood Services	Prudential	24,003.02	(24,003.02)				
Highways/Footpaths	Customer & Neighbourhood Services	Prudential	(169,932.63)	169,932.63				
Telford Growth Package	Customer & Neighbourhood Services	Prudential	(56,094.24)	56,094.24				
Newport Innovation & Enterprise Package	Customer & Neighbourhood Services	Grant - LEP	(1,030,577.09)	1,030,577.09				
Accommodation	Commercial Services	Prudential	(15,979.58)	15,979.58				
St Georges Regeneration	Commercial Services	Prudential	(1,850.66)	1,850.66				
Asset Management Plan - General Works & Surveys	Commercial Services	Revenue	(30,000.00)	30,000.00				
Housing	Commercial Services	External	(72,483.78)	72,483.78				
Housing	Commercial Services	Prudential	(106,348.90)	106,348.90				
Housing	Commercial Services	Capital Receipts	(206,358.72)	206,358.72				
Housing	Commercial Services	Grant	(501,312.57)	501,312.57				
Solar Farm - Private Wire	Commercial Services	Prudential	(163,250.00)	163,250.00				
Leisure Capital Schemes	Commercial Services	Revenue	(129,550.00)	129,550.00				
Leisure Capital Schemes	Commercial Services	Prudential	(42,398.58)	42,398.58				
3G Pitch	Commercial Services	Prudential	(46,719.52)	46,719.52				
Parks For People	Commercial Services	Prudential	18,818.13	(18,818.13)				
ICT/ eGov	Commercial Services	Prudential	(122,570.12)	122,570.12				
Digital Advertising	Commercial Services	Prudential	(258,000.00)	258,000.00				
Asset Management Plan - General Works & Surveys	Commercial Services	Prudential	(338,566.93)	338,566.93				
All Other School schemes	Education & Corporate Parenting	Capital Receipts	(237,575.57)	237,575.57				
All Other School schemes	Education & Corporate Parenting	Grant	(1,605,907.36)	1,605,907.36				
Service Transformation - Invest To Save	Education & Corporate Parenting	Prudential	(11,659.85)	11,659.85				
All Other School schemes	Education & Corporate Parenting	External	(357,826.62)	357,826.62				
All Other School schemes	Education & Corporate Parenting	Prudential	(115,247.46)	115,247.46				
All Other School schemes	Education & Corporate Parenting	Revenue	(62,000.00)	62,000.00				
Performance Information Systems	Co-operative Council	Revenue	(24,381.32)	24,381.32				
Legacy Fund	Co-operative Council	Revenue	(236,016.19)	236,016.19				
Legacy Fund	Co-operative Council	Prudential	(677,326.87)	677,326.87				
Housing & Technology support for People with Learning Disabilities	Legal Procurement & Commissioning	Grant	(74,836.70)	74,836.70				
Efficiency Schemes capitalisation	Finance & Human Resources	Capital Receipts	(170,939.40)	(1,829,060.60)	2,000,000.00			
Managing the Funding of the capital programme	Finance & Human Resources	Prudential	2,074,178.91	1,049,821.52	(3,254,000.43)	2,630,000.00	(2,500,000.00)	
Managing the Funding of the capital programme	Finance & Human Resources	Capital Receipts	(2,074,178.91)	(1,049,821.52)	3,254,000.43	(2,630,000.00)	2,500,000.00	
Land Deal Board Schemes	Development Business and Employment	External			(2,012,000.00)	2,012,000.00		
HCA Liability Sites	Development Business and Employment	External		(3,336,587.72)	3,336,587.72			
Housing Company- Housing	Development Business and Employment	Prudential		(4,000,000.00)	(4,200,000.00)	8,200,000.00		
			(15,291,373.59)	5,059,727.30	19,646.29	10,212,000.00	0.00	

### New Allocations

Scheme	Service Area	Funding Source	18/19 £	19/20 £	20/21 £	21/22 £	Later Yrs £
Superfast Broadband Programme	Development Business and Employment	Revenue	4,200.00				
Housing Company- Housing	Development Business and Employment	Capital Receipts	19,800.00				
HCA Liability Sites	Development Business and Employment	External	(21,528.29)				
Property Investment Programme	Development Business and Employment	Capital Receipts	349,650.00				
Property Investment Programme	Development Business and Employment	Revenue	2,563.12				
Property Investment Programme	Development Business and Employment	Prudential	33,291.18				
Rights of Way	Customer & Neighbourhood Services	External	4,000.00				
Integrated Transport	Customer & Neighbourhood Services	Revenue	30,000.00				
Freshwater First	Customer & Neighbourhood Services	Government Grant	(750.00)				
Customer Services Systems Development	Customer & Neighbourhood Services	Revenue	(24,719.10)				
Town Centre Connectivity	Customer & Neighbourhood Services	External	94,781.89				
A442 Dualling - Leegomery to Hadley	Customer & Neighbourhood Services	External	20,675.72				
Pot Hole Action Fund	Customer & Neighbourhood Services	Government Grant	40.02	185,289.00			
LTP - Highways	Customer & Neighbourhood Services	Government Grant		579,000.00			
LED Lighting Invest To Save	Customer & Neighbourhood Services	Prudential	40,912.82				
Asset Management Plan - General Works & Surveys	Commercial Services	Grant	(2,517.59)				
Asset Management Plan - General Works & Surveys	Commercial Services	Revenue	(14,762.40)				

Leisure Capital Schemes	Commercial Services	Revenue		50,000.00			
ICT/ eGov	Commercial Services	Revenue	(100,000.00)				
Housing	Commercial Services	Government Grant	226,468.00	2,033,004.00			
Housing	Commercial Services	Capital Receipts	25,561.54				
Housing	Commercial Services	External		18,904.00			
Travellers Operational Sites	Commercial Services	Capital Receipts	(221.59)				
Legacy Fund	Co-operative Council	Revenue	(199,524.20)				
All Other School schemes	Education & Corporate Parenting	Government grant	651,821.23	348,837.00			
All Other School schemes	Education & Corporate Parenting	External	(16,042.65)				
All Other School schemes	Education & Corporate Parenting	Revenue	25,528.63				
All Other School schemes	Education & Corporate Parenting	Government grant		1,773,930.56			
All Other School schemes	Education & Corporate Parenting	Prudential	(120.32)				
HCA Land Deal	Development Business and Employment	External		2,176,928.37	150,000.00	330,160.00	
Managing the Funding of the capital programme	Finance & Human Resources	Prudential	(1,180,713.91)				
Managing the Funding of the capital programme	Finance & Human Resources	Capital Receipts	1,180,713.91				
<b>Total</b>			<b>1,149,108.01</b>	<b>7,165,892.93</b>	<b>150,000.00</b>	<b>330,160.00</b>	<b>0.00</b>

Section 106 Monetary Contributions Received and Expended for Education Purposes 01/04/18 to 31/03/19

Planning Application No	Scheme	Bal brought forward	Income	Expenditure	Bal Carried forward	Project
TWC/2012/0320 & TWC/2013/0720	Land off Sommerfield Road	0.00	-137414.24	0.00	-137414.24	Contribution towards HLC expansion
TWC/2011/0821	Land at Wellington Rd Newport	-433119.18	-2393.53	0.00	-435512.71	New primary provision & expansion of secondary provision Burton Borough Music block
TWC/2013/0297	Land off Edgmond Rd Newport	-207970.05	-1105.77	0.00	-209075.82	To be used toward expansion of education facilities in Newport area - project yet to be confirmed
TWC/2014/0484 & TWC/2016/0332	Land West of The Cedars Rodington	-27018.50	-85.90	0.00	-27104.40	Contribution towards primary facilities towards the new Allscott Primary School
TWC/2016/0535	Springfields Industrial Estate Newport	-94346.32	-520.96	54346.00	-40521.28	Contribution towards remodelling Newport Infant School & Changing Rooms at Burton Borough
TWC/2013/0855	Land rear of Willow Tree Cottage Station Rd Newport	-122902.07	-724.33	0.00	-123626.40	Contribution towards remodelling Newport Infant School & Changing Rooms at Burton Borough
TWC/2012/0530	Land at Priorslee East (HCA)	0.00	-263373.22	0.00	-263373.22	Priorslee?
TWC/2013/0592	Former Ever Ready Factory	0.00	-221402.12	0.00	-221402.12	Contribution towards primary Education at Ladygrove
TWC/2015/0843	B1/B3 Apley Castle (Perigrine Way)	-96000.00	-38472.27	0.00	-134472.27	Contribution towards Milbrook Primary extension
TWC/2015/0230	Back Lane/Plantation Rd Tibberton	0.00	-102584.70	0.00	-102584.70	Newport Junior Expansion & Newport Secondary transport costs
TWC/2013/1033	Land off Haygate Rd	0.00	-237243.10	0.00	-237243.10	Primary & Secondary Contribution
TWC/2014/0415	Land at The Knoll Church Aston	0.00	-37795.27	0.00	-37795.27	Newport Juniors expansion
TWC/2017/0714	Snedshill Way	0.00	-70299.01	0.00	-70299.01	Contribution towards St Georges Primary expansion
TWC/2016/0560	Beech Hill & Blue House Barns	0.00	-74078.96	0.00	-74078.96	Newport Juniors expansion
TWC/2017/0941	Land West of Castle Farm Wav Priorslee	0.00	-426060.11	9413.32	-416646.79	Primary Ed & Holy Trinity
TWC/2016/0446	61 Plantation Rd Tibberton	0.00	-89870.00	0.00	-89870.00	Contribution towards Tibberton Primary School
TWC/2014/0333	Land at Corner of Stafford Rd/A41 Newport	-310321.40	-1585.20	0.00	-311906.60	To be used toward expansion of education facilities in Newport area - project yet to be confirmed
TWC/2010/0828	Lawley Primary New School	-221048.34	-80165.53	222266.76	-78947.11	1st & 2nd & 3 rd instalment re new School at Lawley & school expansion plan sum
TWC/2012/0650 & TWC/2014/0237	Land off Doseley Works	-230145.67	-26959.93	239184.66	-17920.94	Ladygrove Primary Expansion
TWC/2014/0273	Land at The Barnes Church Aston	-1881.57	-14.53	0.00	-1896.10	Moorfield Primary School Enhancement of classroom facilities
TWC/2014/0656	Land adj to Stone House Shifnal Rd Priorslee	-18837.48	-103.86	0.00	-18941.34	Contribution towards St Georges Primary expansion

<b>Totals</b>	<b>-1763590.58</b>	<b>-1812252.54</b>	<b>525210.74</b>	<b>-3050632.38</b>
				<b>-3050632.38</b>
<b>To31/03/19</b>				<b>0.00</b>

This page is intentionally left blank

**TELFORD & WREKIN COUNCIL**

**CABINET - 30 MAY 2019**

**TELFORD AND WREKIN COUNCIL – OUR 4 YEAR PROGRAMME TO INVEST, PROTECT AND CARE FOR THE BOROUGH**

**REPORT OF MANAGING DIRECTOR – RICHARD PARTINGTON**

**LEAD CABINET MEMBER – CLLR SHAUN DAVIES, LEADER**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

1.1. Following the outcome of the May Telford & Wrekin Council elections, this report identifies the Council’s strategic focus through to 2023 and a process to drive its delivery.

**2. RECOMMENDATIONS**

2.1. That Cabinet:

- adopt the proposed five **“Community Commitments”**, organisational themes and actions (paragraphs 4.2, 4.3, 4.4);
- endorse the proposed review of the Council’s service and financial planning policy framework to drive the delivery of these commitments, themes and actions (paragraph 4.7);
- endorse the proposed timetable for Cabinet to receive a refreshed Council Plan in July.

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	All
	Will the proposals impact on specific groups of people?	
	Yes	All sections of the Borough. As delivery proposals are developed specific impact assessments will be undertaken as necessary.
<b>TARGET COMPLETION /DELIVERY DATE</b>	Once adopted as the strategic focus of the Council, a delivery programme for these objectives will be developed.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The funding outlook for the Council beyond the end of the current

		<p>financial year is unclear with the Government proposing significant changes to the local government finance system which are scheduled to be implemented in April 2020. However, using best available information, it is currently anticipated that the Council will need to identify around £25m of additional budget savings over the next two years (2020/21 and 2021/22). The financial implications of the actions identified in Appendix One will be assessed and incorporated into the Medium Term Service &amp; Financial Planning Strategy as this strategy is developed over coming months as the funding position for future years becomes clearer. PH 17/05/2019</p>
<b>LEGAL ISSUES</b>	Yes	<p>It is appropriate for the Cabinet to review its strategic focus as a new administration takes on a new 4 year term of office, taking into account manifesto commitments and from canvassing. The Council Plan and the Community Strategy form part of the Council's Policy Framework and final versions will need the endorsement of full Council. These proposals also affect the budget framework, see Financial Comments from the Chief Finance Officer. Individual projects will be subject to normal project planning and consultation requirements. Scrutiny, independent from the Cabinet, may well review its work programme in the light of this strategic focus. JE 17/05/2019</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	No	Borough-wide impact

**PART B) – ADDITIONAL INFORMATION**

**4. INFORMATION**



4.1. The Council's current vision for the Borough is ***"Telford & Wrekin – the place to live, learn work and do business"***. Delivery of this vision is driven by 7 priorities:

- Put our children and young people first;
- Protect and create jobs as a 'Business Supporting, Business Winning Council';
- Improve local people's prospects through education and skills training
- Protect and support our most vulnerable children and adults;
- Ensure that neighbourhoods are safe, clean and well maintained;
- Support neighbourhoods most in need and work to ensure that local people have access to suitable housing;
- Improve the health and wellbeing of our communities and address health inequalities.

4.2. The Council elections in May were in effect a community-wide consultation on the future focus of the organisation and how it delivers its priorities. In response to the results of the election, it is proposed that the Council adopts the following five clear ***"Community Commitments"***:

1. We will continue to fight the closure of our 24/7 A&E and Consultant led Women and Children's Centre.
2. We will continue to keep Council Tax amongst the lowest in the Midlands.
3. We will continue to invest £80m per year in protecting the most vulnerable adults and children in our community including those who are victims and survivors of sexual exploitation and domestic abuse.
4. We will invest £50m in roads and footpaths across Telford & Wrekin and continue to invest in creating new jobs for residents.
5. We will continue to fight any proposed merger with Shropshire Council or other authorities as we believe that the Borough is best served by retaining its own council.

4.3. Our ambition is for Telford & Wrekin to be a family friendly borough and Telford & Wrekin Council will seek to protect, care and continue to invest in services and the community despite the severe financial challenges that still lie ahead. To support this, underpinning these five ***"Community Commitments"***, are 13 themes which will inform the organisation's delivery focus:

- *Working for Every Community*
- *Improving Health & Wellbeing across Telford & Wrekin*
- *Securing the best start in life for Children & Young People*

- *Investing in Telford & Wrekin*
- *Supporting inclusive growth, jobs and new skills*
- *Supporting home owners and renters*
- *Making Telford & Wrekin Safer*
- *A Home for Heroes*
- *Improving Transport in Telford & Wrekin*
- *Ensuring a Sustainable Environment in Telford & Wrekin*
- *Our, past present & future – Community Pride*
- *Making Telford & Wrekin A Great Place to Visit*
- *Culture, Leisure & Arts at the Heart of Telford & Wrekin*

4.4. Key actions that have so far been identified to deliver against these themes are set out in Appendix One.

4.5. It is important to emphasise that these themes and actions build on the Council’s track record of delivery and achievements for and with the community over the past 8 years. Equally, they are a foundation and the minimum of what the Council will seek to deliver over the next 4 years. As set out in paragraph 4.7 further work will be undertaken to develop these actions which will be reported to Cabinet.

4.6. Delivering on these commitments in their own right will be challenging. However, we will seek to deliver them whilst the Council continues to face significant issues which will also need to be addressed. These include:

- Protecting front-line services whilst delivering an estimated further £30m budget savings by 2022 – in addition to the £117m savings delivered to date.
- Uncertainty over the Government’s funding model for local authorities linked to the 2019 Comprehensive Spending Review.
- Lack of certainty over the future of adult social care whilst demand and costs increase. The Government’s Green Paper on this was promised in 2017 and has not yet been delivered.

### **Driving Delivery**

4.7. To ensure that these commitments and objectives are driven, the organisation’s service and financial planning policy framework will be refreshed. Key steps to achieve this are:

- Revise the:
  - “Council Plan” - this sets out the organisation’s strategic vision and priorities and how the organisation will continue to change so that these priorities can be delivered in the context of ongoing

financial challenges. It is proposed that a refreshed Council Plan is presented to Cabinet in July.

- “Community Strategy” - this sets out a long-term vision for the borough which the Council will seek to work with partners to deliver. The current strategy is due for revision and a refreshed document will be presented to Cabinet in the Autumn.
- Develop a framework to track and drive delivery of these objectives which will be reported to Cabinet twice each year (at “6 months” and “year-end”). This will form part of the report to Cabinet in July setting out a new Council Plan.
- Review the Council’s financial strategy to ensure resources are aligned to the delivery of these objectives.

## **5. PREVIOUS MINUTES**

None

## **6. BACKGROUND PAPERS**

None

**Report prepared by Jon Power, Organisational Delivery & Development Manager. Telephone 01952 380141**

This page is intentionally left blank

**APPENDIX ONE – COMMUNITY COMMITMENTS, THEMES AND ACTIONS**

1. Working for Every Community .....	2
2. Improving Health & Wellbeing across Telford & Wrekin .....	3
3. Securing the best start in life for Children & Young People .....	4
4. Investing in Telford & Wrekin.....	5
5. Supporting inclusive growth, jobs and new skills .....	6
6. Supporting home owners and renters .....	7
7. Making Telford & Wrekin Safer.....	8
8. A Home for Heroes.....	9
9. Improving Transport in Telford & Wrekin .....	10
10. Ensuring a Sustainable Environment in Telford & Wrekin .....	11
11. Our, past present & future – Community Pride.....	12
12. Making Telford & Wrekin A Great Place to Visit .....	13
13. Culture, Leisure & Arts at the Heart of Telford & Wrekin .....	14

## 1. Working for Every Community

Putting fairness, care, compassion, equality and integrity at the heart of everything we do. To achieve this we will:

- Keep our Council Tax amongst the lowest in the Midlands.
- Ensure that pensioners on low incomes are supported with their Council Tax bills.
- Explore ways to support our young people to get onto the housing ladder.
- Continue to support & champion WASPI woman
- Increase funding to allow carers to access respite as part of developing a 'Carers Rights Covenant'.
- Continue to provide free child burials in Council cemeteries.
- Strengthen our longstanding partnership with local food banks, building on the £150,000 funding given to support their work by guaranteeing this for a further four years.
- Strengthen our partnership with 'Citizens Advice'; building on the £2 million of funding given to support their work since 2011.
- We will work to build a 'Care Leavers Covenant' in our Borough which will provide care leavers the best start to their adult life.
- Provide support for care leavers up to the age of 25, ensuring that the Council plays its part in supporting young people leaving care. This will include a guarantee of a work placement with the Council.
- Promote fostering and adoption with a renewed public campaign.
- Ensure that when the Council secures contracts with businesses, they provide opportunities for young people including care leavers.
- Encourage and support local businesses and industry to provide training and work experience for young people and care leavers.
- We will- ensure that our Council services are available to all regardless of any disability
- Work with Trade Unions to ensure that workers have access to representation and support in the workplace.

## 2. Improving Health & Wellbeing across Telford & Wrekin

Fighting to protect health services and continuing to invest in health and wellbeing in the Borough. We will:

- Continue to fight the closure of our 24/7 A&E and the Consultant led Women and Children's Centre at PRH.
- Commit extra funding for adult social care and children services.
- Campaign against the £250,000 cut to 'Severn Hospice' by Telford & Wrekin CCG.
- Extend 'Family Connect' to include a single point of contact for care referrals, providing the right care, at the right time in the right way.
- Train Council staff in dementia awareness, and work towards being a dementia-friendly Council and Borough.
- Expand our support in schools and colleges for children, young adults and children in care suffering from mental ill health.
- Continue to support the local Community and Voluntary Sector who provide support services for mental health and addiction.
- Continue to provide mental health support and training for Council staff and encourage local businesses and community groups to support mental health awareness.
- Continue to support the delivery of good quality mental and physical health by charity and community partners
- Continue to support our charity and community partners, who provide a lifeline in our borough by providing good quality mental and physical health services where they are needed.
- Continue our preventative programmes in schools and community centres to take the burden off our health service.

### 3. Securing the best start in life for Children & Young People

We have invested hundreds of millions of pounds to create some of the best schools in the Midlands. These new facilities have played a big part in our teachers and students achieving more year on year. We are also home to exceptional further education establishments and two world-class Universities. We will:

- Invest £35 million into our local schools.
- Invest £600,000 in safer routes to school.
- Provide new High Needs School places to meet the specialised needs of some of our children.
- Aspire to ensure all primary schools are good or outstanding
- Continue to build on the success of our local Primary Schools, a record number of which have been rated good or outstanding by OFSTED in Telford & Wrekin.
- Aspire to ensure that all Secondary Schools reach good or outstanding.
- Continue to invest in the best facilities for our children from early year to the workplace.
- Continue to protect all Children's Centres across Telford and Wrekin.
- Work with schools and parents to explore ways to introduce a fair system so families can take an annual holiday without penalty, whilst protecting their education.
- Expand the provision of higher education in Telford and Wrekin and work in partnership with universities to train and educate young people in the Borough.
- Continue working with universities to bring specialised training and workplace programmes for those out of work.
- Supporting our network of colleges to provide lifelong education and training, enabling everyone to upskill or retrain at any point in life.
- Continue to support children and young people with SEND across our fantastic schools in the borough.



## 4. Investing in Telford & Wrekin

We are committed to helping our Local High Streets and to improving our whole Borough. To help achieve this we will:

- Commit to a £5 million Investment fund which will be invested in our Borough Town Centres. This includes Oakengates, Wellington, Madeley, Dawley, Ironbridge and Newport.
- Guarantee free car parking on all Council car parks currently offering free parking. This includes our Borough Town Centres Oakengates, Wellington, Madeley, Dawley and Newport.
- Continue to offer grants to businesses wishing to locate in our high streets and to businesses wishing to upgrade their shop fronts.
- Ensure our high streets are safe and welcoming environments through our investment into CCTV and LED streetlights.
- Create a new fund to ensure that buildings of community importance like Banks and Pubs are retained for a use of similar importance to the community.
- Explore a new mentoring scheme for young people who are setting up in business for the first time.
- Continue to work with Town and Parish Councils who wish to invest in initiatives aimed at improving our local high streets.
- Ensure Randlay Centre is completed.
- Continue to invest in new parking spaces on our estates expanding on the nearly 300 we have recently created.
- Provide improved and more responsive street cleaning and environmental maintenance in every neighbourhood.
- Lobby Government for a £50 million regeneration fund for our New Town Estates and infrastructure.

## 5. Supporting inclusive growth, jobs and new skills

We are a business-winning, business supporting Labour administration; promoting jobs, growth and training for the benefit of local residents.

- Continue to support the £50 million 'Telford Growth Deal'
- Continue to deliver near Newport the region's first 'Agricultural Technology Park' as a home for high-tech businesses.
- Continue to be one of the leading councils in the country for attracting new businesses and industry.
- Ensure that new businesses in the Borough offer residents opportunities for apprenticeships, support local groups with volunteering time and financial support, and spend as much of their money in the local economy as possible.
- Lobby the Government to allow us to retain a greater percentage of our business rates so that money can be reinvested locally rather than sent to Westminster.
- Unlock disused brownfield sites for the development of affordable homes, supporting hundreds of jobs in the construction and manufacturing sector.
- Continue to tackle youth unemployment. Since 2011, we have reduced youth unemployment by over 50% across Telford and Wrekin.
- Work to develop one of the country's first employment delivery centres, preparing local people to take up work with local businesses.
- Continue to promote meaningful apprenticeship programmes within the Council and make it more attractive for local businesses to take on apprentices to learn important trades and skills.
- Bring together our partners in business and education to identify the critical skills gaps in the local economy and tackle this by training local people.
- Continue to improve all digital infrastructures, after the successful rollout of high-speed broadband across the Borough.
- Maintain the best highways and roads in the Midlands in order to attract and maintain businesses.
- Lobby the Government for greater investment into regional transport links including greater rail capacity, new money for an upgrade of the A442 'EP', the electrification of the railway from Birmingham to Telford, and the M54 northern link to the M6.

## 6. Supporting home owners and renters

We have introduced measures to help improve the standard of the private rented sector and we have built over 300 NuPlace homes which are wholly owned by the Council. We have also invested record amounts into our neighbourhoods. To continue this work we will:

- Launch a £500,000 fund dedicated for Lawley and Lightmoor and work with Bourneville Village Trust to reduce and reform the stewardship fees and make Lawley & Lightmoor an even better place to live.
- Invest £1million into a 'Stronger Community' fund which will support the continued regeneration of our New Town and existing estates. This programme will be led by residents to identify the specific needs of each community.
- Build 200 NuPlace homes – owned and run by the Council at affordable rates, re-investing into local Council services.
- Increase the range and availability of Council owned accommodation for older residents, including adapted living and retirement bungalows for over 55s.
- Take robust action to reduce the number of empty and unused properties including an extra Council tax charge for homes which have been empty for 2 years with proceeds invested to prevent and reduce homelessness.
- Continue to tackle rogue landlords, work with good landlords and support private tenants by continuing to invest in our 'Better Homes for All' scheme.
- Through NuPlace, we will bring forward more brownfield sites to provide more quality homes to rent.
- By 2021, we will halve the number of people living in temporary accommodation.
- We will explore ways to eradicate rough sleeping by 2023.
- Maintain funding to ensure there will be an offer of a safe and warm bed for anyone who needs it all year round.
- Work with agencies to provide more homes which are affordable.
- Work with the voluntary sector to tackle the root causes of homelessness.
- Lobby the Government to address the tragedy of 120,000 children who are homeless in the UK. In Telford & Wrekin, we are committed to ensuring every family has a safe and affordable home.

## 7. Making Telford & Wrekin Safer

We will fight to keep all our communities safe. We will invest in providing support services to those who have been victims of crime. To do this we will:

- Continue to tackle child sexual exploitation, as one of our top priorities.
- Continue to fund 'The Holly Project' every year.
- Ensure the Independent Inquiry into child sexual exploitation is delivered and all of its recommendations acted upon.
- Continue our anti-domestic abuse strategy and ensure those at risk of abuse have access to a place of safety.
- Continue to be a 'White Ribbon Town' committed to eliminating all forms of domestic violence and supporting victims.
- Create a new grant fund scheme for voluntary sector organisations wanting to provide services to support victims.
- We will continue our campaign to bar those convicted or cautioned for sexual or domestic abuse from standing as Councillors.
- Invest in upgrading our CCTV network across the Borough.
- Use new powers to crack down on illegal & unsafe parking with proceeds from fines ring-fenced and re-invested into communities.
- We will work in partnership with others to introduce new Environmental and Enforcement Officers.
- Use the full extent of the law to stop those who fly-tip and leave waste on public land. This includes a fine of up to £50,000.
- Working with responsible dog owners, we will continue to campaign for zero tolerance of dog mess on our pavements and fine owners who do not clean up after their dog.
- Lobby Government to reverse cuts to frontline policing and reinstate the police & support officers cut from Telford and Wrekin.

## 8. A Home for Heroes

Our Borough has a very special connection with the Armed Forces, and we recognise the contribution they have made to our country and the contribution they continue to make to our Borough. We will:

- Continue to respect those who have served in our Armed Forces. We will commit to improving the Military Covenant and services which improve the lives of Veterans and their families.
- Appoint a Veterans' advocate for the Borough, to ensure our veterans and armed forces personnel get the services and support they need.
- Each year continue to mark the sacrifice of those who have served with the planting of poppies around War Memorials in our Borough.
- Continue to protect our War Memorials and maintain plaques with the names of the fallen.
- We will seek to get all War Memorials in our borough listed to protect these for future generations.
- Introduce a discount for Armed Forces Personnel who use our Council owned leisure facilities.
- Expand provisions to support our veterans, care leavers and over 65s at home and in the community.
- Lobby Government to implement greater mental health support for veterans and guarantee housing fit for heroes.

## 9. Improving Transport in Telford & Wrekin

A growing town needs a transport infrastructure to support residents to access education, places of work and leisure. We have always invested in our infrastructure, including the single biggest-ever investment into roads and footpaths.

To continue this further, we will:

- Continue to invest a record £50 million in our roads and footpaths across Telford and Wrekin.
- Launch a new fund to upgrade bus shelters and introduce real-time information at shelters.
- Introduce a new fund and continue to work with partners to pilot new travel schemes to our Industrial Estates and for young people getting to college.
- Explore a new 'on demand' bus service which is accessible for all.
- Explore ways in which to make public transport more affordable and accessible for all.
- Continue to lobby Government to stop bus companies from scrapping rural routes for residents living in our rural communities.
- Continue to improve our network of park and ride services to alleviate congestion and parking concerns.
- Ensure our rural roads and highways are swept and kept accessible all year round.
- Explore with partners new smarter ticketing initiatives.
- Lobby Government to give councils greater powers to control local transport, giving local people control of local bus and train services.

## 10. Ensuring a Sustainable Environment in Telford and Wrekin

We are proud to have protected the borough's network of green spaces by introducing new protections and designations for a record number of green sites and thousands of hectares of Local Nature Reserves.

To help achieve this, we will:

- Protect the green belt and the network of green spaces that run through our Borough and/or neighbours our border
- Ensure that green bin collections remain free,
- Maintain the current bin collection frequency.
- Keep Halesfield and Hortonwood Recycling centres open and strive to increase recycling rates.
- Retain ownership of the Council's Solar Farm
- Provide funding for the creation of more Green Guarantee sites and Local Nature Reserves.
- Establish a grant fund for local community groups to improve their local green spaces and public parks.
- Champion and support our 'Friends of' groups to protect our local green and open spaces.
- Invest £100,000 in rights of way and park walks including working with groups to identify and register paths that are not on the definitive map.
- Ensure that all Council owned buildings are as environmentally friendly as they can be including investment into new LED lighting.
- Continue to invest in LED streetlights and encourage companies to use renewable & low emission energy.
- Increase the number of electric car charging points.
- Start to modernise and improve cycle routes, making it easier and safer for bike users to travel across the Borough.

## 11. Our, past present & future – Community Pride

We are proud of Telford and Wrekin. We know residents are proud of Telford and Wrekin, with thousands involved in volunteering across the Borough. We are committed to celebrating our proud culture and industrial heritage.

To help continue this, we will:

- Develop a 'Volunteer for Telford' initiative, rewarding those who give their time to make our community a better place. We will create an incentive scheme to reward volunteers' hard work.
- Continue to grow our network of community volunteers to over 1,000 residents, including our snow wardens and street champions.
- Continue to work with English Heritage to protect the Iron Bridge following its full restoration.
- Create a grant fund to support groups wishing to help preserve local history including our proud industrial heritage.
- Re-invigorate the Telford & Wrekin Community Panel so that residents can have a greater input into the decision making of the Council.
- Continue the work of the Telford 50 Legacy Fund. This fund secured over £2 million for community facilities, buildings and green spaces across our Borough.
- Continue to restore the heritage of Telford New Town, including the restoration of the Thomas Telford Square.
- Work closely in partnership with many of our museums and local heritage groups to protect historical sites and our links to the Industrial Revolution.
- Work with community groups to protect significant local heritage, as seen in our partnership working with The Anstice Building, The Gower, The Orbit (Clifton), Belmont Hall and The Guild Hall. We will support local groups seeking Heritage Lottery and other funding to protect significant buildings, particularly for community use.
- Support and promote the importance of community trusts in establishing local services for residents.
- Work closely with our local residents to ensure services are retained and improved. This includes providing community and voluntary groups with a point of contact so that they can access advice, support and guidance.



## 12. Making Telford & Wrekin A Great Place to Visit

Telford & Wrekin plays host to hundreds of thousands of visitors each year. Our events are attended by thousands of people. We are also home to hundreds of tourism-related businesses and a World Heritage Site. We have invested in protecting the cultural and arts offer available in the Borough. We will continue the work to make Telford & Wrekin a great place to visit by:

- Continuing to invest in our award-winning Town Park.
- Developing a 'Welcome to Telford' programme designed to sell the very best of our Borough and encourage people to visit and stay.
- We will continue to use profits from Southwater and the Ice Rink to boost our local economy and support services provided by the Council.
- Continuing to support the expansion and development of the Town Centre, creating a diverse range of shops, restaurants and hotels.
- Continuing to protect and champion the Ironbridge Gorge World Heritage Site, ensuring it remains for future generations.
- Building on the success of the Telford 50 celebrations, we will continue to host free events across the Borough, bringing 10,000's of extra visitors a year and a financial boost to our local economy.
- Continuing the very popular St. Georges Day Celebration, Telford Carnival of Giants, Balloon Festival and Christmas Markets.
- Look at ways of illuminating key local landmarks at important times of the year across the Borough.
- Supporting our fantastic borough town events, such as the Oakengates and Newport carnivals, which attract thousands into our local high streets.
- Ensure our parks, nature trails and green spaces are attractive and welcoming to all visitors.

### 13. Culture, Leisure & Arts at the Heart of Telford & Wrekin

During austerity many Local Authorities have closed their libraries, community centres, leisure centres and museums. We have protected these in Telford & Wrekin and commit to securing their long-term future. We will:

- Not close any library or leisure centre in our Borough.
- Continue to support and invest in our Council-owned theatre.
- Continue to invest in our libraries across the borough.
- Work in partnership with local Town and Parish Councils to secure the long-term future of all our local community centres and work directly with the local residents to ensure they become the heart of each Borough Town.
- Promote community sport, ensuring our sports facilities offer great value for money.
- Pilot targeted free-swimming lessons for local primary school children.
- Extend free swimming to all young people under 18.
- Maintain the £1 swim for over 50's.
- We will introduce free skating at the Council owned Telford Ice Rink for young carers.
- Protect the Councillor Pride fund which every year supports hundreds of local community groups and projects with over £100,000 of grants a year for the benefit of residents.

**1 SUMMARY OF MAIN PROPOSALS**

1.1 For Cabinet to agree the Annual Governance Statement 2018/19 prior to the statement being signed by the Leader and Managing Director. The Statement will then be sent to the Audit Committee for review and approval and will accompany the 2018/19 annual accounts.

**2 RECOMMENDATION**

- 2.1 That members of the Cabinet agree the Annual Governance Statement 2018/19, attached as Appendix A, and note the information in the report
- 2.2 That members of the Audit Committee approve the Annual Governance Statement 2018/19, attached as Appendix A (including Annex 1), and note the information in the report

**3 SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<i>The Governance Framework encompasses the whole Council and therefore all of the Council's priorities.</i>
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/ DELIVERY DATE</b>	<i>Annual Governance Statement signed and ready to accompany the 2018/19 accounts.</i>	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	No	<i>The governance framework includes several financial elements, including the Council's financial regulations, the budget strategy and the Treasury Management Strategy. These provide the financial parameters, systems, processes and guidelines within which the Council must operate and as such assist in the delivery of good governance. Strong financial management also supports the delivery of value for money in ensuring economy, efficiency and effectiveness in the Council's decision making and processes.</i>  <i>The Council's external auditors give an opinion on the financial statements of the authority and a value for money conclusion in their opinion on the accounts and in their Annual Audit Letter each year which provides further assurance.</i>
<b>LEGAL ISSUES</b>	Yes	<i>The requirement for an Annual Governance Statement is established at Part 2 paragraph 6 of the Accounts and Audit Regulations 2015. Further details of this requirement are set out at sections 4.1 and 4.2 of this report.</i>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<i>Good governance supports the identification and management of risks and robust control arrangements.</i>

<b>IMPACT ON SPECIFIC WARDS</b>	Yes	<i>Borough-wide impact</i>
---------------------------------	-----	----------------------------

#### **4 INFORMATION**

- 4.1 Under the Accounts and Audit Regulations 2015 the Council is required to produce an Annual Governance Statement and it is best practice that the statement is signed by the Leader and Managing Director of the Council. This statement should accompany the Annual Accounts.
- 4.2 The Annual Governance Statement for 2018/19 is attached at Appendix 1 and has been developed based on the requirements of the regulations and CIPFA/Solace guidance<sup>1</sup>. The statement includes an action plan (Annex 1) to ensure that we continue to improve our existing governance arrangements.
- 4.3 The action plan attached to the 2017/18 statement (implemented during 2018/19) has been reviewed and updated to reflect current progress. Any actions still on progress from the 17/18 plan have been incorporated into the 2018/19 action plan, see Annex 1 to this report.
- 4.4 The Annual Governance Statement and the Local Code of Good Governance outlines that the Council has a robust governance framework in place but that it is continually reviewing procedures to maintain and demonstrate good corporate governance. It is supported by risk management and sound systems of internal control which are paramount in these continuing times of financial constraint. The Council can be assured that during 2018/19, including during organisational and personnel changes, that the existing or revised governance arrangements have continued to support proper governance. Where required changes to procedures have been agreed by SMT and changes to the Constitution have been agreed by the Council, through the Council's Constitution Committee.
- 4.5 Assurance for the Annual Governance Statement is provided by all areas of the Council and externally by the following:
- a) Leader and Managing Director – who sign the statement to acknowledge their responsibilities;
  - b) Senior management – Managing Director, Directors, Assistant Directors;
  - c) Chief Financial Officer;
  - d) The Monitoring Officer;
  - e) Members – Scrutiny arrangements, Standards Committee, Audit Committee and other Regulatory Committees;
  - f) Internal Audit;
  - g) Partners;
  - h) External Audit; and
  - i) Other external inspection agencies.
- 4.6 The 2018/19 Annual Governance Statement sets out adherence to the Council's governance arrangements that operated during the period – 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019 and measures the effectiveness of them.
- 4.7 The Council's current Code of Good Governance was approved last June to reflect the CIPFA/SOLACE framework including revised principles and guidance but further application and good practice has been received during the year and the local code has therefore been updated further. The Code continues to reflect the Council's culture and values including the Council's "Being the Change" document.

**5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

N/A

**6 PREVIOUS MINUTES**

- 6.1 Cabinet 26<sup>th</sup> June 2014; 25<sup>th</sup> June 2015; 16<sup>th</sup> June 2016  
Audit Committee 30<sup>th</sup> June 2015; 28<sup>th</sup> June 2016, 27<sup>th</sup> June 2017, 29<sup>th</sup> May 2018

**7 BACKGROUND PAPERS**

Local Code of Corporate Governance May 2008  
CIPFA/SOLACE – Delivering Good Governance in Local Government: Framework (2016 Edition)  
KPMG Annual Audit Letter 2015/16  
External inspection reports 2016/17  
Annual Audit & Information Governance Report 2016/17

Report by Rob Montgomery, Audit & Governance Team Leader 383103

This page is intentionally left blank

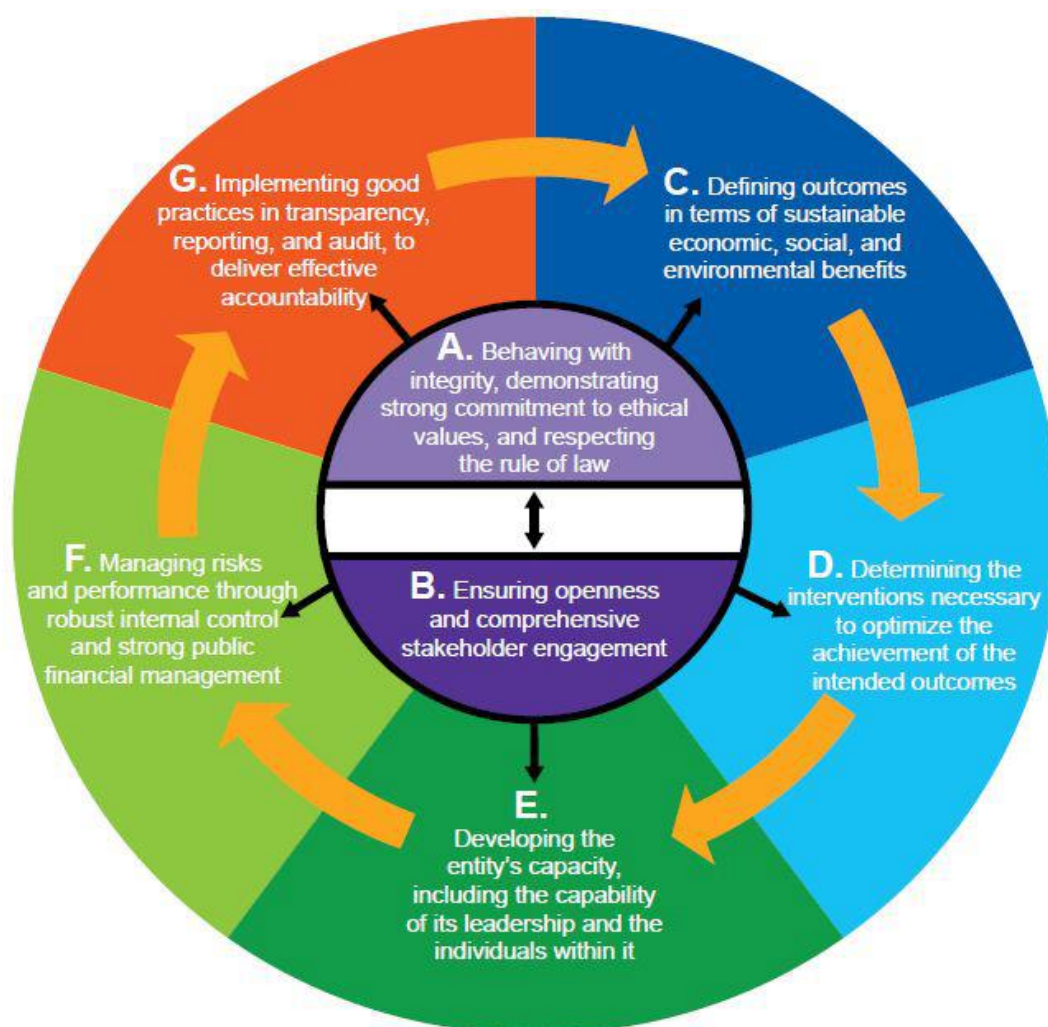
## ANNUAL GOVERNANCE STATEMENT 2018/19

### 1. Introduction

- 1.1 Under the Accounts and Audit Regulations 2015 the Council is required to produce an Annual Governance Statement to accompany the Statement of Accounts which is approved by the Audit Committee (those charged with governance).

The Annual Governance Statement outlines that the Council has been adhering to the Local Code of Corporate Governance, continually reviewing policies and procedures to maintain and demonstrate good corporate governance and that it has in place robust systems of internal control.

The Council has adopted the Code of Corporate Governance which is consistent with the principles of the CIPFA/SOLACE Framework – Delivering Good Governance in Local Government.



*CIPFA's Principles of Good Governance*

### 2. Standards of Governance

- 2.1 The Council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the employee and Members

Code of Conducts, Constitution, Corporate Priorities as well as applicable statutory requirements.

### 3. Scope of Responsibility

- 3.1 Telford & Wrekin Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. The Council needs to demonstrate that public money is safeguarded and properly accounted for and used economically, efficiently and effectively to secure continuous improvement.
- 3.2 To meet this responsibility, the Council puts in place proper governance arrangements for overseeing what it does including putting in place proper arrangements for the governance of its affairs including risk management, the requirements of regulations and ensuring the effective exercise of its functions. These arrangements are intended to make sure that the Council does the right things, in the right way, for the right people, in a timely, open and accountable manner. The Council takes into consideration all systems, processes, policies, cultures and values that direct and control the way in which we work and through which we account, engage and lead our communities.

### 4. The Governance Framework

- 4.1 The governance framework allows the Council to monitor how they are achieving their strategic aims and ambitions and how this contributes to the delivery of its vision and values:



- 4.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve priorities and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to appropriately identify, quantify and manage the risks to the achievement of the Council's priorities, objectives and policies.

### 5. Review of Effectiveness

- 5.1 Telford & Wrekin Council has responsibility for conducting, at least annually, a review of the effectiveness of the governance arrangements including the system of internal control. The review of the effectiveness is informed by:-





- 5.2 The Council recognises the importance of information governance and formalised its Information Governance Framework. The main focus of the Information Governance Team in 2018/19 has been to ensure the Councils compliance with the requirements of the General Data Protection Regulations (GDPR) / Data Protection Act 2018. The Information Governance Team has continued to report to the Audit Committee during the year including information on responses to information rights requests and data security breaches. During 2018/19 no enforcement action has been taken by the Information Commissioners Office (ICO) against the Council in respect to data breaches.
- 5.3 The Managing Director, Directors, Assistant Directors and Service Delivery Managers have signed annual assurance certificates confirming that the governance framework has been operating within their areas of responsibility, subject to the actions outlined in Annex 1.
- 5.4 The Accounts and Audit Regulations 2015 require a review of the effectiveness of the system of internal control. This review is informed by the work of Internal Audit, management, other internal assurance services and the External Auditors' review. The Internal Audit Annual Report 2018/19 sets out the Internal Audit opinion.
- 5.5 The Council have been advised on the implications of the review of the effectiveness of the governance framework by the Cabinet, Standards Committee, Audit Committee, Scrutiny, Senior Managers, Internal Audit and external review, and in our opinion conclude that the review of the governance arrangements provides a reasonable level of assurance that the governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework. Attached as Annex 1 is an agreed action plan to address any key governance issues and ensure continuous improvement.
- 5.6 Issues from the previous action plan (2017/18) that have been addressed or mainstreamed have been deleted and those that continue to be addressed are included in 2018/19 action plan.
- 5.7 The Senior Management Team has monitored implementation of the 2017/18 actions and reported back to the Audit Committee in January 2019.
- 5.8 Detailed below is a statement explaining how the Council has complied with the Code of Corporate Governance and meets the requirements of the Accounts and Audit Regulations 2015 and CIPFA Code on the Principles of Good Governance.

## **5.9 Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of the law.**

- 5.9.1 Members and officers recognise the importance of compliance with the Constitution, specifically Financial and Contract Rules; Procurement Regulations, Scheme of Delegation, Codes of Conduct and Gifts & Hospitality Policy.
- 5.9.2 There is ongoing training, both classroom based and via the on-line learning platform (OLLIE) for Codes of Conduct, Equality Awareness, Leadership & Governance and Contract Procedure Rules/Procurement.
- 5.9.3 The Council has an Anti-Fraud & Corruption Policy, supported by a Speak Up Policy encouraging internal referrals. The Council has a zero tolerance policy in relation to fraud and corruption and it is service management's responsibility to ensure there are adequate controls in their areas to ensure the opportunities for fraud are minimised. It is everyone's responsibility to report suspicions and the Speak Up Policy supports this internally. Internal Audit along with the Investigations Team undertakes proactive fraud work based on a fraud risk register and/or other intelligence. Other specific anti-fraud and corruption activities are undertaken by Trading Standards. An annual report on anti-fraud and corruption activities and an update to the Anti-Fraud & Corruption Policy is presented to the Audit Committee.
- 5.9.4 Officers comply with their professional organisations codes of conduct when delivering services.
- 5.9.5 All internal audits consist of an ethics questionnaire that is sent to a sample of staff in specific teams to demonstrate their understanding of key corporate policies. Results of these questionnaires demonstrate that some staff do not have regular 1:2:1 supervision meetings. This issue has been addressed and there should be improvements with the introduction of the new corporate APPD process. Responses have also highlighted some lack of understanding with key policies such as the Gifts & Hospitality Policy particularly as to what should and should not be accepted under the policy. Ethic questionnaire findings have been shared when discussing individual audits with relevant Service Delivery Managers and Assistant Directors and taken to SMT as part of reporting corporate recommendations.
- 5.9.6 There are both internal and external reviews in social care to monitor compliance with the law, e.g. the Care Act, Deprivation of Liberties, Safeguarding and the Mental Health Act.
- 5.9.7 Human Resource and recruitment policies and processes ensure the Council is fully compliant with employment law. Annual audits are undertaken in these areas and ongoing checks take place to ensure compliance with IR35 legislation. This year a project has been set up for the implementation of the new HR ICT system (Resourcelink).
- 5.9.8 Senior officers meet regularly and work closely with Members to ensure that they understand and can undertake their respective roles effectively and legally.
- 5.9.9 The Cabinet monitors the effectiveness of the governance framework through the consideration of regular service and financial management information reports from senior management. Individual Cabinet Members receive regular feedback from senior officers in respect to their areas of responsibility on the progress of priorities and objectives. Issues of strategic and corporate importance are referred to Cabinet.
- 5.9.10 Statutory responsibilities across the Council are discharged openly and proactively, examples include having key statutory officers in place, i.e. Data Protection Officer, Section 151 Officer, Monitoring Officer, Director of Children Services and Director of Public Health.

5.9.11 The annual governance certification process highlighted that service areas are aware that they are storing old and out of date records and they need to review the documents they are storing in both operational buildings and the storage unit at Stafford Park. This is to comply with the Data Protection Act 2018.

## **5.10 Ensuring openness and comprehensive stakeholder engagement**

5.10.1 The Council's 'Shaping our Future – Our Journey to 2020' document is a community strategy for Telford & Wrekin. It shows how partnership working makes a positive difference to community life.

5.10.2 The Council actively contributes to and collaborates with partners to promote good governance and achieve the delivery of outcomes through increase joint working. The Council is a member of a number of sub regional partnerships and groups. Many of our services are delivered in partnership with other organisations such as West Mercia Energy, Town and Parish Councils, voluntary groups, etc.

5.10.3 Regular meetings take place between Children Safeguarding and key partner agencies such as the police, Telford & Wrekin CCG, Education and Health.

5.10.4 All Council services feed into transparent reporting processes through council committee meetings and this is further supported by the transparency agenda.

5.10.5 Annually the public is consulted on the budget for the forthcoming year.

5.10.6 There is regular engagement between Public Health, Telford & Wrekin Clinical Commissioning Group (CCG) and Social Care for the future provision of services.

5.10.7 The Council's Scrutiny function continues to review the development of policy, the decision making process and areas of concern. The subject areas for review are informed by community engagement, direct feedback to members from within the community, the results of review and inspection (both external and internal) and areas of policy being developed by the Council.

## **5.11 Defining outcomes in terms of sustainable economic, social and environmental benefits.**

5.11.1 The Council can demonstrate its longer and medium term action plans through the 'Medium Term Council Plan' and the 'Shaping Our Future – Our Journey to 2020'. The Council is working on economic growth and marketing its services towards commercial activities in order to generate income and place less reliance on government grants. All service areas also have to meet savings targets to ensure a sustainable budget for future years.

5.11.2 Digital transformation and changes in the way we work are documented in 'Being the Change' and is intrinsic to the way we work.

5.11.3 The Telford & Wrekin Local Plan sets out the Council's vision and strategy for the physical planning of the borough up to 2031.

5.11.4 All service areas have their own service plans which details how they intend to deliver their service for the coming year and the risks they face.

5.11.5 The Council has a commercial strategy / investment strategy that demonstrates clear visions, objectives and outcomes. This includes financial, economic, social and environmental issues.

- 5.11.6 Economic growth strategy supports and drive increased economic productivity.
- 5.11.7 The financial strategy sets out the short and long-term implications for service delivery across the Council. The Service & Financial Planning reports include various papers to Cabinet regarding the budget and sets out short/ medium and long-term implications, including the capital strategy and saving strategy.
- 5.11.8 Adult Social Services in respect to systems, financial management and implementation of the cost improvement plan have continued to provide updates during the year to Members including the Audit Committee. To support the revised target operating model there has been commissioned external support and management changes.
- 5.11.9 All Council reports to Members show relevant financial implications and risk.
- 5.11.10 Implementation of the ICT Strategy has continued, including infrastructure upgrades, the ongoing roll-out of Office 365 and further security improvements particularly in response to spam, phishing/ whaling and ransomware threats.
- 5.11.11 The results of the annual governance certification process has highlighted the need for further development of modern slavery awareness throughout the procurement process. Officers are following corporate guidance on modern slavery but as with all new initiatives further work is required to fully embed modern slavery checks throughout the whole procurement process.
- 5.12 Determining the interventions necessary to optimise the achievement of the intended outcome.**
- 5.12.1 The Council can demonstrate its longer and medium term action plans through the 'Medium Term Council Plan' and the 'Shaping our Future – Our Journey to 2020' which are aligned to the Treasury Management Plan to ensure a joined up approach to delivering the organisation outcomes and savings plans.
- 5.12.2 Budget plans are produced for all service areas for planning purposes. Budget consultation is undertaken annually with Council Members and members of the public.
- 5.13 Developing the Council's capacity, including the capability of its leadership and the individuals within it.**
- 5.13.1 To deliver the vision of being the change a Workforce Development Strategy 2017-2019 is in place. This focuses on 4 key themes – Employer of Choice, Planning for the Future, Healthy Organisation and Workforce of the Future. The Organisational Delivery & Development Team are in place to bring together the corporate values and planning function and align these with workforce development.
- 5.13.2 Officers understand their respective roles and these are set out in job descriptions. The Constitution and Contract Procedure Rules clearly shows roles and responsibilities, specifically with regard to delegation and authorisation.
- 5.13.3 Officers receive ongoing support and training and there are various training methods such as mentoring, Ollie (On-line learning platform) and classroom based. 17/18 saw the first roll out of the future leaders training programme, which is a yearlong development opportunity for future Team Leaders/Managers. The next cohort of future leaders will take place in 19/20. There is also a current management programme taking place to further develop existing managers.

- 5.13.4 Other support includes CPD sessions, team meetings and the introduction in 18/19 of the improved APPD (1:2:1) process.
- 5.13.5 Members receive an induction session and annual training with regard to the Treasury Management Strategy and other training relevant to their position. All Members and staff have had the opportunity to undertake training on General Data Protection Regulations (GDPR) / Data Protection Act (DPA) 2018 legislation. There is also online training available to all staff on GDPR/DPA 18 Requirements.
- 5.13.6 The results of the annual governance certification process has highlighted that service areas are having difficulty recruiting. This, in addition to reduction in staffing, is creating single points of failure. However Service Delivery Managers are aware of these issues and where possible are putting measures in place to try to address matters.
- 5.13.7 The results of the annual governance certification process has also highlighted that service areas have experienced data breaches and potential near misses in respect to personal data. Where data breaches have been experienced, these have been reported to the Information Governance Team and managers have changed processes and procedures, where possible, based on lessons learned to prevent similar breaches occurring.

#### **5.14 The Council continues to manage risks and performance through robust internal control and strong public financial management.**

- 5.14.1 Risk management is an integral part of good management and corporate governance and is therefore at the heart of what we do. Our approach to managing risk is explained in our Risk Management Strategy. The Strategic Risk Register is reviewed by SMT and taken to Audit Committee annually.
- 5.14.2 The Internal Audit plan is informed by the Council's service and financial planning processes, strategic risk register, external inspection reports, external networking intelligence, comments from Senior Management and their opinion of the current state of the governance risk and internal control arrangements. During 2018/19 the Internal Audit team achieved 85% of their planned work and this has been used with the relevant output from unplanned work to form their opinion on the adequacy and effectiveness of the Council's governance, risk management and internal control framework. All recommendations made in audit reports show a risk category and is used to inform the overall grading of the report. More detailed information on the work of Internal Audit can be seen on the Annual Audit Report, reported to Audit Committee at the May meeting.
- 5.14.3 Internal Audit report to the Audit Committee 4 times a year. The Audit Committee has asked for additional information during the year and requested Directors/Assistant Directors and Service Managers to attend to provide assurance on the management of risks and implementation of recommendations.
- 5.14.4 Large projects include the maintenance of a project risk register, this is an ongoing working document that is amended throughout the project. Project risk registers have been in place for 2 key projects in 2018/19; the Resourcelink Project (new HR/Payroll system) and the new social care system – Liquidlogic.
- 5.14.5 The Council have adopted the CIPFA code of practice for managing the risk of fraud and corruption and this has been reflected in our updated Anti-Fraud & Corruption Policy.
- 5.14.6 Services report regularly through to Council committees such as Audit Committee, Planning, Licencing, Cabinet etc. These reports detail any impact assessment, including risk and opportunity. Financial decisions are reported through to Cabinet, full Council and Audit



Committee, who often challenge to ensure appropriate financial management and to demonstrate transparency.

- 5.14.7 Financial Regulations set out our financial management framework for ensuring we make the best use of the money we have available. Financial roles and responsibilities are clearly shown in this document and it provides a framework for financial decision making.
- 5.14.8 The Treasury Management Strategy and regular updates on treasury matters are provided to Audit Committee. This information clearly show investments, loans, and the financial position of the Council.
- 5.14.9 The Councils financial strategy identifies short term budget plan and long term aspirational plan linked to the corporate plan for self-sustaining council.
- 5.14.10 Final accounts are produced on time and in line with best practice and our External Auditor's ISA260 Report 2017/18 included in its headlines:
- Value for Money conclusion - we have completed our risk-based work to consider whether in all significant respects the Authority has proper arrangements to ensure it has taken properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people. We have concluded that the Authority has made proper arrangements to secure economy, efficiency and effectiveness in its use of resources.
  - Audit opinion - we issued an unqualified opinion on your financial statements on 31 Jul 2018. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year.
- 5.14.11 The Council has continued to make savings in light of ongoing financial pressures. Over £117 million savings have been made since 2010 by the Council to date with further future savings of £30 million required by 2022.

## **5.15 Implement good practices in transparency, reporting and audit to deliver effective accountability**

- 5.15.1 As a public body we endeavour to always be open and transparent in our activities and reporting. Council and committee agendas, reports and minutes are published on our corporate website to demonstrate decisions made. The Council undertake public consultation on areas such as the budget and selective licensing. We publish expenditure over £100 on our website, as part of the transparency agenda.
- 5.15.2 The Audit Committee has responsibility for internal and external audit matters, the Council's arrangements for Corporate Governance and risk management.
- 5.15.3 The Audit Committee terms of reference also incorporates the review and monitoring of the Council's Treasury Management arrangements. Members of the Committee are kept up to date through awareness training on factors that influence/affect delivery of the strategy and during the year were provided with an update on by Arlingclose the Council's Treasury Management advisors.
- 5.15.4 There are various committees, all with their own terms of reference and areas of responsibility, i.e. Licensing Committee, Planning Committee, and there are elected members who are responsible for service areas within the Council.

- 5.15.5 Arrangements are in place to ensure Internal Audit fully complies with the Public Sector Internal Audit Standards (PSIAS).
- 5.15.6 The Internal Audit plan is developed using a risk-based approach taking into consideration the Strategic Risk Register, Service Plans and other audit intelligence. Audit recommendations made are communicated to relevant Service Delivery Managers and relevant Senior Management representatives for consideration and implementation of recommendations. Internal Audit will share best practice in the duty of their work.
- 5.15.7 The Council's Communication Team works with Officers and Members to ensure key messages are in plain English and in consistent format.
- 5.15.7 The Council's performance management framework is monitored by the Senior Management Team and has procedures in place that drive continuous improvement in performance.
- 5.15.8 The Annual Governance certification process demonstrated that service areas are aware that their intranet and web pages are not up to date and are in the process of updating them.

	Signed	Dated
Richard Partington Managing Director		
Cllr Leader of the Council		
Cllr Chair of Audit Committee		

This page is intentionally left blank



## AGS ACTION PLAN FOR 2018/19 FOR IMPLEMENTATION DURING 2019/20

No	Finding	Action	Lead Officer	Comments
1.	<p>Ongoing savings proposals and continued strategic management of organisational changes in respect to 'Being the change'</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Continued strategic management of organisational change in respect to "Being the Change part 3", continued reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.</p> <p>Further consultations on future savings.</p>	Managing Director and SMT	
2	<p>Page 81</p> <p>All internal audits consist of an ethics questionnaire that is sent to a sample of specified staff to demonstrate their understanding of key corporate policies and whether staff feel supported. Results of these questionnaires demonstrates that some staff do not have regular 1:2:1 supervision or team briefs. Responses have also highlighted a lack of understanding of key policies such as the Gifts &amp; Hospitality Policy. These findings have been shared when discussing individual audit reports with relevant SDM's &amp; ADs and taken to SMT as part of reporting corporate recommendations.</p>	<p>New APPD framework to be adhered to across the Council.</p> <p>Staff to be regularly reminded about key corporate policies.</p> <p>A reminder to be given to managers in respect to regular team briefs / team meetings where corporate messages and priorities can be shared.</p>	SMT/SDM Organisational Delivery & Development Manager	

No	Finding	Action	Lead Officer	Comments
3.	<p>The results of the annual governance certification process highlighted that service areas are having difficulty recruiting. This, in addition to reductions in staffing, is creating single points of failure. However Service Delivery Managers are aware of these issues and where possible are putting measures in place to try and mitigate this.</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Embedding of the workforce development plans, succession planning to avoid single points of failure.</p> <p>Continue to update the management competencies, skills and associated training to meet revised organisational requirements.</p> <p>Identify the reasons why we are having difficulty recruiting and how we can retain staff.</p>	<p>Managing Director &amp; AD Finance &amp; Human Resources Organisational Delivery &amp; Development Manager</p>	
4.	<p>The results of the annual governance certification process has highlighted the need for further development of modern slavery awareness throughout the procurement process. Officers are following corporate guidance on modern slavery but as with all new initiatives further work is required to fully embed modern slavery checks throughout the whole procurement process.</p>	<p>Procurement Team Leader or SDM will talk at all AD teams meetings to raise the profile and explain the approach for training awareness and the links to each and every service team - to be complete by August 19.</p>	<p>Commissioning Procurement &amp; Brokerage SDM.</p>	
5.	<p>The annual governance certification process highlighted that service areas are aware that they are storing old and out of date records and they need to</p>	<p>There should be a review of all records/information stored and secure disposals made where appropriate.</p>	<p>SMT &amp; SDMs</p>	

No	Finding	Action	Lead Officer	Comments
	review the documents they are storing both in operational buildings and the storage unit at Stafford Park. This is to comply with the Data Protection Act 2018.			
6.	The results of the annual governance certification process has highlighted that service areas have experienced data breaches and potential near misses in respect to personal data. Where data breaches have been experienced, these have been reported to the Information Governance Team and managers have changed processes and procedures, where possible, based on lessons learned to prevent similar breaches occurring.	<p>Ensure all staff are aware of the Corporate Information Security Breach Procedure.</p> <p>Ensure staff have completed the IG training on OLLIE.</p> <p>Lessons learnt in respect to breaches are communicated appropriately.</p>	SIRO/SMT & SDM's	
7.	<p>The annual governance certification process demonstrated that service areas are aware that their intranet and web pages are not up to date but they are in the process of updating them.</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	Service areas should ensure that their intranet and webpages contain relevant and up to date information.	AD Customer & Neighbourhood Services	Training has been provided for authors as to how they can update their intranet pages following implementation of the new system

No	Finding	Action	Lead Officer	Comments
8.	<p>Staff should still be aware of investigating any commercial opportunities.</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Continue to develop and implement appropriate governance arrangements to support commercial projects.</p>	<p>Managing Director &amp; SMT</p>	