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Telford & Wrekin  
Co-operative Council

Protect, care and invest  
to create a better borough

## Borough of Telford and Wrekin

### Cabinet

Monday 6 January 2025

6.00 pm

**Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG**

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### Cabinet Members:

Councillor L D Carter Leader of the Council

Councillor R A Overton Deputy Leader and Cabinet Member: Highways, Housing & Enforcement

Councillor Z Hannington Cabinet Member: Finance, Governance & Customer Services

Councillor C Healy Cabinet Member: Neighbourhoods, Planning & Sustainability

Councillor A D McClements Cabinet Member: Leisure, Tourism, Culture & the Arts

Councillor R Mehta Cabinet Member: Inclusion, Engagement, Equalities & Civic Pride

Councillor K Middleton Cabinet Member: Healthier, Safer & Stronger Communities & Partnerships

Councillor O Vickers Cabinet Member: The Economy

Councillor S A W Reynolds Cabinet Member: Children, Young People, Education, Employment & Skills

Councillor P Watling Cabinet Member: Adult Social Care & Health Systems

**Invitees**

Councillor T J Nelson Conservative

Councillor W L Tomlinson Liberal Democrat

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<b>7.0</b>	<b>Medium Term Financial Strategy 2025/26 to 2028/29</b> <b>Cllr Zona Hannington - Cabinet Member: Finance, Governance &amp; Customer Services</b> To receive the Medium Term Financial Strategy 2025/26 to 2028/29.	<b>3 - 156</b>

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## Borough of Telford and Wrekin

### Cabinet

**6 January 2025**

### Medium Term Financial Strategy 2025/26- 2028/29

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<b>Cabinet Member:</b>	Cllr Zona Hannington- Cabinet Member: Finance, Governance & Customer Services
	Cllr Lee Carter - Leader
<b>Lead Director:</b>	Michelle Brockway - Interim Director: Finance, People & IDT
<b>Service Area:</b>	Finance, People & IDT
<b>Report Author:</b>	Michelle Brockway - Interim Director: Finance, People & IDT
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<b>Details:</b>	<b>Tel:</b> 01952 383100 <b>Email:</b> michelle.brockway@telford.gov.uk
<b>Wards Affected:</b>	All Wards
<b>Key Decision:</b>	Key Decision
<b>Forward Plan:</b>	Yes – 28 August 2024
<b>Report considered by:</b>	SMT – 3 December 2024 Business Briefing – 12 December 2024 Cabinet – 6 January 2025

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#### 1.0 Recommendations for decision/noting:

It is recommended that Cabinet Members note the contents of this report with the main aims being:

- 1.1 For the 14<sup>th</sup> Year running, to maintain the financial stability of Telford & Wrekin Council and set a balanced budget

1.1.1 To continue to have the lowest level of Council Tax in the Midlands for the services we provide and amongst the lowest Council Tax of any Unitary Authority in the Country, see graphs at Appendices 1 and 2

1.1.2 That the Council continues to invest in its main priorities, a few examples being:

- £7.7m investment into Social Care to support the most vulnerable in our community
- £94m on high quality homes and new neighbourhoods
- £54m for Growth Fund to bring jobs to the borough
- £30m for highways and transport schemes
- £26m for Towns Fund projects to revamp local centres
- £1.7m for protecting and enhancing green spaces
- £45.2m invested into expanding improving local schools

1.2 It is recommended that Cabinet Members approve:

1.2.1 The proposed revised Medium Term Financial Strategy (MTFS) set out in this report for consultation between 7 January 2025 and 5 February 2025.

1.2.2 A general council tax increase for 2025/26 across all council tax bands equivalent to £0.69 per week for an average Band B property, which will be fully invested in the provision of social care services for the most vulnerable members of our community.

1.2.3 A council tax increase for 2025/26 for the Adult Social Care precept across all council tax bands equivalent to £0.46 per week for an average Band B property, which will be fully invested in the provision of social care services for the most vulnerable members of our community.

1.3 Members are asked to note:

1.3.1 The savings delivered of £181.7m since 2009/10 as a result of reduced government funding from 2011 whilst the cost and demand for many Council services have been increasing and in particular for Adult Social Care.

1.3.2 That 75 pence in every £1 the Council spends is now allocated to Social Services.

1.3.3 That a number of the investments made in this report also generate a financial benefit, as well as fulfilling their primary purpose, which is invested in front line services.

1.3.4 National and international economic pressures which have resulted in an extremely challenging financial outlook for U.K public services with interest rates remaining high.

## **2.0 Purpose of Report**

- 2.1 To provide an update on the medium-term financial outlook, including key uncertainties and financial pressures and to set out proposals for consultation during the period 7 January 2025 and 5 February 2025. Consultation activities will include holding sessions with key stakeholders including the Voluntary and Community Sector, Town and Parish Councils, businesses, and the Council's cross-party Business & Finance Scrutiny Committee, issuing media releases and seeking views from residents through our website.
- 2.2 After considering the outcomes from consultation, a further report will be considered at Cabinet on 13 February 2025 at which recommendations will be made for consideration at full Council on 27 February 2025 when the budget for 2025/26 will be finalised and the level of council tax for 2025/26 set, all within the context of a four-year MTFS to ensure that the Council's medium-term financial position remains sustainable and robust.

## **3.0 Background**

- 3.1 The current MTFS, which covered the 4-year period to 2027/28, was approved at full Council on 29 February 2024. This included the 2024/25 revenue budget and medium-term capital programme.
- 3.2 Since this time, many councils have reported significant pressures in their financial monitoring reports arising from increases in demand for key services and higher costs particularly for the provision of social care. Telford & Wrekin Council is also facing very significant budget challenges arising from increasing costs and increasing demand for services. However, Telford & Wrekin Council has a long track record of sound financial management and has demonstrated an ability to take the robust decisions needed to ensure long-term financial sustainability – although this necessitates difficult choices relating to further cuts to staffing necessitating redundancies, reductions to some services, reviewing fees and charges and the level of council tax increase.
- 3.3 The Financial Monitoring Report for 2024/25 also on this agenda provides the latest projections in relation to the outturn position for the current year. Most, if not all, of the pressures we face in the current year are of an ongoing nature and are likely to increase in future years.
- 3.4 Nationally, Councils continue to face extreme challenges with unprecedented pressures driven by high costs and high demand for services – particularly Adult Social Care, Children's Safeguarding and School Travel Assistance. Following the publication of its Local Government White paper in June 2024 which stated, "there has never been a more difficult time for local government", the LGA published its submission to the Treasury ahead of the Autumn Budget and Spending Review. In it, they are clear that "councils are under severe financial strain" with a funding gap of £6.2bn predicted over the next 2 years and financial sustainability being tested. As

their Priority 1, the LGA are calling for “a significant and sustained increase in overall funding that reflects current and future demands for services. In addition, the system for funding councils is out of date, opaque and urgently in need of reform. Councils need multi-year and timely finance settlements, and greater certainty over financial reforms, to enable them to plan ahead and make meaningful financial decisions.”

- 3.5 The Autumn Budget, presented by the Chancellor on 30 October 2024, set out a medium-term plan for public finances. This included a one-year Spending Review covering Departmental budgets for 2025/26 with a further Spending Review in late Spring 2025 anticipated to cover 2026/27 and 2027/28. The headline figures indicate a real terms increase in core local government spending power of around 3.2% in 2025/26, including at least £1.3bn of new grant funding, of which £600m will be new grant funding to support social care.
- 3.6 The very tight national government funding position, significant cost of living pressures facing our residents and higher interest rates together with major uncertainties over the future economic outlook and over when and what changes will finally be made to the local government finance system create the context within which we must now consider our MTFS proposals. Given the high levels of uncertainty and the one-year settlement provided by the Government, the Council is proposing setting a detailed budget for 2025/26 only but within the context of a four-year MTFS.
- 3.7 Despite the exceptional level of uncertainty, as a large complex organisation delivering many essential services to our community, we need to plan over a medium-term period. This is particularly the case for large capital projects which may take more than one year to complete. Therefore, this report sets out a MTFS covering the period 2025/26 to 2028/29. However, due to the high levels of uncertainty and the provisional one-year settlement from Government, projections beyond next year are indicative and will be regularly updated as further information becomes available.

#### **4.0 Summary of main proposals**

- 4.1 The Council has a long track record of sustained strong and effective financial management and has demonstrated a willingness to take difficult decisions when required. Despite having to deliver £181.7m of ongoing annual budget savings by the end of the current financial year since the start of the Government’s austerity programme, the Council has continued to manage its budget effectively.
- 4.2 However, due to the current high levels of financial pressure arising from the increased demand for and cost of Adult Social Care and the uncertainty facing the Council, this report recommends a general council tax increase of 2.99% plus a 2% increase for the Adult Social Care precept. All the funding raised through the council tax increase will be invested in the provision of Social Care services for the most vulnerable children and adults in our community. In 2024/25, Telford & Wrekin Council has the lowest level of

council tax for the services that this council provides in both the West and East Midlands and one of the lowest levels of council tax out of all English shire unitary authorities. Council tax comparisons are included in Appendices 1 and 2. At Band D (the national comparator) council tax in Telford and Wrekin for the services that we provide is £618.35 less pa than in Nottingham City Council. Council tax in the Midlands is, on average, 19% higher than in Telford & Wrekin (£292.09pa more at Band D for the services that this Council is responsible for). Even after the proposed general council tax increase of 2.99%, and the Adult Social Care precept increase of 2%, which will cost the average resident (Band B property) £0.69 and £0.46p respectively per week, it is likely that the Council will still have the lowest council tax in the midlands for the services that it provides. The increase in the total bill for each household will be affected by the decisions of the Police & Crime Commissioner, The Fire Authority and individual town and parish councils.



- 4.3 As part of the proposed council tax increase, the Council will apply the Government's 2% Adult Social Care precept for next year. However, all of the funding generated from this increase plus the 2.99% general council tax increase will be invested in the provision of social care services to support the most vulnerable people in our community. The council tax increase will raise £4.5m towards the £7.7m additional investment that is required into our Adult Social Care services next year with the additional investment required being funded through a combination of further budget savings including further reductions to staffing budgets and an element of the uplift to the Social Care Grant.
- 4.4 The Council's net budget for Children's Safeguarding next year will be approximately £49m and for Adult Social Care the net budget will be over £76m giving a total commitment to these two key areas of over £125m. equivalent to approximately 75% of the total net revenue base budget.
- 4.5 The scope for additional ongoing revenue investments next year is limited, as further investments in other priorities would require more budget savings to be identified. However, several pressure areas have been addressed during development of the MTFS to ensure that the proposed budget is robust and sustainable.
- 4.6 The current medium-term capital investment programme totals £376m and is set out in Appendix 13. This includes:



4.7 Some of the investments highlighted above also generate a financial benefit, as well as fulfilling their primary purpose. For example, Nuplace which provides high quality homes for rent from a reliable landlord, mainly at market rent levels and has enabled brownfield sites to be brought back into use and investment in the Property Investment Portfolio (PIP) to attract and retain jobs for local people and to provide other regeneration benefits for our residents. An ancillary consequence of both these investments is that it is anticipated they will bring long term capital growth which will strengthen the Council's balance sheet as well as generating revenue returns well in excess of the associated loan repayment charges. They will also bring other direct and indirect financial and other benefits to the residents of the Borough including additional income from council tax, business rates and new homes bonus which will be used to help front line services such as Adult Social Care, as well as protecting and creating jobs for local people.

4.8 However, of course, we cannot continue to deliver everything that we do currently in exactly the same ways as we have done previously and need to continue to make savings where we can. Since 2009/10 the Council has delivered savings totalling £181.7m, this report contains details of our approach to identifying savings opportunities and to consultation and engagement on these proposals so that we minimise their impacts as far as possible. The report also puts forward new proposals that will deliver ongoing savings, including from additional income, of £11.8m commencing 2025/26. Despite the significant budget savings that we have had to make, the Council is still a large organisation delivering many services to local people and it is essential that we use our remaining revenue and capital resources as effectively as possible to deliver the greatest possible benefit for local people. The Council has consistently said that it will continue to protect the most vulnerable in our society and prioritise the protection of

services to vulnerable adults and children in our community. The Council is committed to ensuring that we always meet the assessed needs of vulnerable people as we make changes to services, we will always place priority on these essential services and will not let financial pressures mean that we fail to meet the assessed statutory needs of vulnerable residents.

- 4.9 The Council will retain specific reserves and provisions to make prudent provision for likely risks including insurance excesses, bad debts etc. £21.7m has been retained in the Budget Strategy Reserve and the General and Special Fund balances totalled £4.6m at the start of the current financial year. Further details of the reserves and provisions held by the Council are included at Appendix 6.
- 4.10 A consultation period on the proposals included in this report will run from 7 January 2025 through to 5 February 2025. The Business & Finance Scrutiny Committee will scrutinise the Administration's budget proposals and any alternative budget proposals put forward by the Opposition group. Cabinet will agree final recommendations to full Council at their meeting to be held on 13 February 2025 and final decisions on the budget and council tax for 2025/26 will be taken at full Council on 27 February 2025.

## **5.0 National Context.**

- 5.1 Since 2010 there have been significant cuts in public spending and periods of severe financial constraint. Local authorities have been particularly affected by funding cuts during this period because the Government protected many other areas of public spending – but not local government.
- 5.2 In recent years, as the Government cut funding for local authorities, they assumed that councils would increase council tax by the maximum permitted up to the referendum limit, including the introduction of the Adult Social Care precept. This has seen a direct transfer of the responsibility for funding local government services from grants provided by central government to council taxpayers. As a Council with a comparatively low level of Council Tax (see appendices 1 and 2) and most properties in Bands A and B a 1% Council Tax increase raises significantly less than in an area which has a high level of Council Tax and has a large proportion of properties in higher Council Tax bands.
- 5.3 The severe financial constraints applied by the Government to local authorities during the prolonged period of austerity has resulted in increasing numbers of councils in other parts of the country having to issue "section 114 notices" and take extreme measures to restore financial stability. Locally, in the face of increasing demands for key services at the same time as we have been subject to cuts in our funding from Government, the Council has exercised very active budget management and financial control by Cabinet Members and officers across the Council. The Council has demonstrated a consistently strong track record of sound financial management for over 16 years despite having to deliver £181.7m ongoing annual budget savings by the end of 2024/25.

5.4 Adult Social Care and Children's Safeguarding services, in particular, but also other local government services have faced significant additional pressures e.g., from the increase in the number of older people needing access to social care services and specialist care. The Borough's population increased by 22,901 people in the decade to 2023, an increase of 13.5%. This was the highest of all West Midlands upper tier local authorities and the 9<sup>th</sup> largest population growth of all 151 upper tier local authorities in England in that period. The population in the Borough for those aged 65 plus increased by 28.5% in the decade to 2023, in comparison to England's 16.1% increase. This was the highest increase of all West Midlands upper tier local authorities and the third highest of all 151 upper tier authorities in England.

5.5 On 22 November 2023 the Chancellor announced the Autumn Statement for 2023 which was extremely disappointing for local government with no recognition of the extreme challenges being faced by councils after more than a decade of austerity, in particular for those with responsibility for social care services. Again, a one-year funding settlement was announced on 18<sup>th</sup> December 2023, this was the sixth consecutive year of a one-year settlement.

5.6 The Autumn Budget, presented by the Chancellor on 30 October 2024, set out a medium-term plan for public finances. This included a one-year Spending Review covering Departmental budgets for 2025/26 with a further Spending Review in late Spring 2025 anticipated to cover 2026/27 and 2027/28. The headline figures indicate a real terms increase in core local government spending power of around 3.2% in 2025/26, including at least £1.3bn of new grant funding, of which £600m will be new grant funding to support social care. However, there are many unknowns and lack of clarity about what funding streams are included; the detail and impact on individual local authorities will not be known until the provisional Local Government Finance Settlement which will be announced in December. The Autumn Budget did confirm that the Government is committed to reforming the approach to local government funding so that it reflects an up-to-date assessment of need and local revenues. A targeted approach is expected for the 2025/26 Finance Settlement followed by a multi-year settlement with effect from 2026/27.

5.7 The Government published a policy statement on 28 November 2024 that sets out the proposals for the 2025/26 Local Government Finance Settlement. This confirms the real term increase announced on 30 October of 3.2% and announces a reform of the local government finance system. In 2025/26 a new "Recovery Grant" worth £600m will be distributed to areas with greater need and demand for services, and less ability to raise income locally. The 2025/26 settlement will also include a £250m Children's Social Care Prevention Grant aimed at laying the groundwork for children's social care reform. The Social Care grant was confirmed to be increased by £680m so an additional £80m more than announced at the Autumn Budget. In

2026/27 a wider reform will be implemented building on proposals reviewing Relative Needs and Resources. The Government also intends to reset the business rates system.

## **6.0 Key Areas of Uncertainty**

### **6.1 Reform of the Local Government Financial System**

6.1.1 Significant changes were made to the local government finance system from 2013/14 including the localisation of a share of business rates, the replacement of the national Council Tax benefit scheme with local Council Tax Support schemes and the transfer of responsibility for Public Health services from the NHS to councils with the introduction of a ring-fenced Public Health Grant funded by the Department of Health and Social Care. This current local government finance system represented a significant transfer of risk from the Government to councils but also brought opportunities and incentives to encourage growth in local communities in line with the Government's national drive to increase the availability of housing and jobs. This Council is well placed to benefit from the current financial system with an attractive environment, good motorway connections and ready to go development sites. We have grasped the challenge to become a "Business Supporting, Business Winning" Council.

6.1.2 The funding outlook beyond next year remains uncertain. However, it is welcomed that the Government have announced that they are committed to provide more certainty for Local Government through multi-year settlements, but this will not be implemented until 2026/27 with 2025/26 continuing to be a one-year settlement. The reforms will include a review of the Relative Needs and Resources and a reset of the business rates system.

6.1.3 It is very unlikely that the Council will have any real clarity on its funding for 2026/27 and later years until we receive our settlement in December 2025, less than 4 months before the start of the financial year which clearly makes medium term financial planning exceptionally difficult. It is therefore essential that the Council maintains financial flexibility so that it can set a legal, balanced budget should the actual position be significantly different from the tentative projections included in this report for future years. The changes to the local government finance system that are being considered will potentially have very significant implications for the Council including:

- From 2026/27 funding distribution will be reformed, based on an up-to-date assessment of need and local resources, building on the previous Government's "Fair Funding review".
- Changes to the business rates system including a full reset. The detail will be consulted on in early 2025 in readiness for the 2026/27 provisional settlement. This will include new multipliers for retail, hospitality and leisure as well as a new higher multiplier for 2026/27.
- The "reset of the local government finance system" which would see the benefits of all growth in business rates and council tax income since 2013/14 rebased across the country. This could see 100% of the growth

that we have seen lost immediately or a lower percentage given up which could be phased over a number of years. Whilst we would lose the benefit from growth in our area, we would benefit from a share of the growth achieved in other parts of the country.

- The inclusion of data from the 2021 census to update the data from the 2011 census which is still currently in use. The impact of this on the Council will depend on how key data for settlement purposes (such as population) have changed compared to the national average.
- 2025/26 will be the final year of the New Homes Bonus in its current format, the Government will consult on proposals for future years during 2025.

6.1.4 The Council will continue to take opportunities to respond through all available consultation processes linked to the introduction of these changes to lobby for a fair funding settlement for Telford & Wrekin residents. The Council will also send a response to the provisional settlement. All consultation responses will be agreed by the Cabinet Member for Finance, Governance & Customer Services.

## 6.2 Other areas of uncertainty:

- Reductions in interest rates set by the Bank of England have been slower than anticipated. Higher interest rates and the high level of the Government's national budget deficit impact on the economy resulting in reduced construction of new homes and business premises and could result in a recession. This could impact on the generation of assumed capital receipt values and on Council budgets for local Council Tax support (if unemployment increases or household incomes fall) and the budgets for homelessness, housing benefit etc.
- The impact on commercial income from loss of business through external factors
- The levels of demand for key front-line services – particularly children's safeguarding and Adult Social Care services and whether the Government will make sufficient funding available for these services.
- The levels of pay awards from April 2025 and future years.
- The pension fund is subject to triennial re-valuations with the next valuation to be based on the position for assets and liabilities as at 31 March 2025. Any change to the employer's contribution rate will be effective from April 2026. The performance of the investments held by the Pension Fund and the assumptions used by the actuaries to assess the potential liabilities of the fund could have a significant impact on the Council's revenue budget.
- The significant number and value of appeals against rateable values yet to be considered by the Government's Valuation Office agency against the existing valuation list as well as new appeals that may be lodged against the updated valuations is a significant risk to the Council. The Council's budget includes allowance for potential appeals. However, successful appeals may be higher, or lower, than provided for. Successful appeals impact on the Council's budget by reducing the income from business rates and potentially making repayments if appeals are backdated.

- Projections of what the council's budget gap might be in 2026/27 and later years are therefore extremely difficult to make and have a very high degree of uncertainty. Projections are based on the Council's budget model which will be regularly refined and updated as and when additional information becomes available. It is however certain that the actual position will be different from the projections for 2026/27, and later years included in this report.

## 7.0 Autumn Budget Statement October 2024

7.1 On 30 October 2024, the Chancellor presented her 2024 Autumn Statement to the House of Commons, alongside the publication of the Office for Budget Responsibility's new set of Economic and Fiscal Outlook forecasts. The Autumn Statement responds to the Office for Budget Responsibility (OBR) forecasts and sets out the medium-term path for public finances.

7.2 The most relevant Autumn Statement announcements to English local authorities include: -

- Increasing core spending power by around 3.2% in real terms in 2025/26, with £1.3billion of new grant funding including at least £600m new grant funding for social care.
- Reforming the approach to funding allocations within the Local Government Finance Settlement by redistributing funding to ensure that it reflects an up-to date assessment of need and local revenues
- Increasing Employers National Insurance contributions from 13.8% to 15% from April 2025 as well as a reduction in the per employee threshold from £9,100 to £5,000. (Council's will be compensated for the increase in direct employee costs associated with the Employers NI changes but will face increased cost pressures from Contractors/Service providers who must also bear this additional cost and are likely to pass it on in the cost-of-service provision.)
- Increasing that National Living Wage by 6.7% to £12.21 per hour from April 2025. This is likely to result in increased costs to the Council through Contractors/Service providers increasing costs.
- Investing in Children's Services with £1billion uplift for SEND and alternative provision funding as a step towards reforming the system
- £250m new funding for kinship and fostering measures ahead of more fundamental Children's Social Care reform
- Continuing the UK Shared Prosperity Fund at a reduced level for a further year providing £900m
- Providing £233m of additional spending in 2025/26 to prevent homelessness, taking total spending to £1billion in 2025/26
- £86m increase to the Disabled Facilities Grant to support 7,800 more adaptations to homes for those with social care needs.

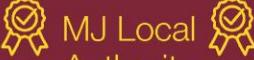
- Local roads maintenance funding will be increased by £500m to £1.6bn in 2025/26
- Over £1bn to support local areas and bus operators in 2025/26 and an extension of the bus fare cap from January 2025 to December 2025 at a rate of £3
- £100m investment in cycling and walking infrastructure in 2025/26
- £1.1bn of new funding in 2025/26 through the implementation of the Extended Producer Responsibility scheme to improve recycling outcomes from January 2025
- £165m in 2025/26 to support foster care recruitment and planning reform
- The government is committed to reforming the approach to funding allocations within the Local Government Finance Settlement by redistributing funding to ensure that it reflects an up-to-date assessment of need and local revenues starting with a targeted approach to allocating additional funding in 2025/26
- Phase 2 of the spending review will simplify the funding landscape, reducing the number of grants and consolidating them into the Local Government Finance Settlement as well as moving towards a multi-year settlement
- Delivering a fairer business rates system through permanently lower business rates multipliers for retail, hospitality and leisure (RHL) properties from 2026/27
- £1.9bn to support small businesses and the high street in 2025/26 by freezing the small business rates multiplier and providing 40% relief on bills for RHL properties up to a £110k cash cap

7.3 The LGA said that “*It is encouraging that the Chancellor has announced £1.3bn of extra funding, through the local government finance settlement for the next financial year. Together with council tax flexibilities and locally retained business rates this will provide a real terms increase in total core spending power in 2025/26 of around 3.2%. This will help meet some, but not all, of the significant pressures in adult and children’s social care and homelessness support. Only with greater funding certainty through multi-year settlements and more clarity on financial reform, can Councils protect services, meet the needs of residents and work in partnership on the Government’s priorities, from social care to housing, inclusive economic growth and tackling climate change.*”

## 8.0 Local Context

8.1 Telford & Wrekin Council is a high performing local authority providing good quality services for the lowest council tax in the Midlands region for the services that the Council is responsible for.

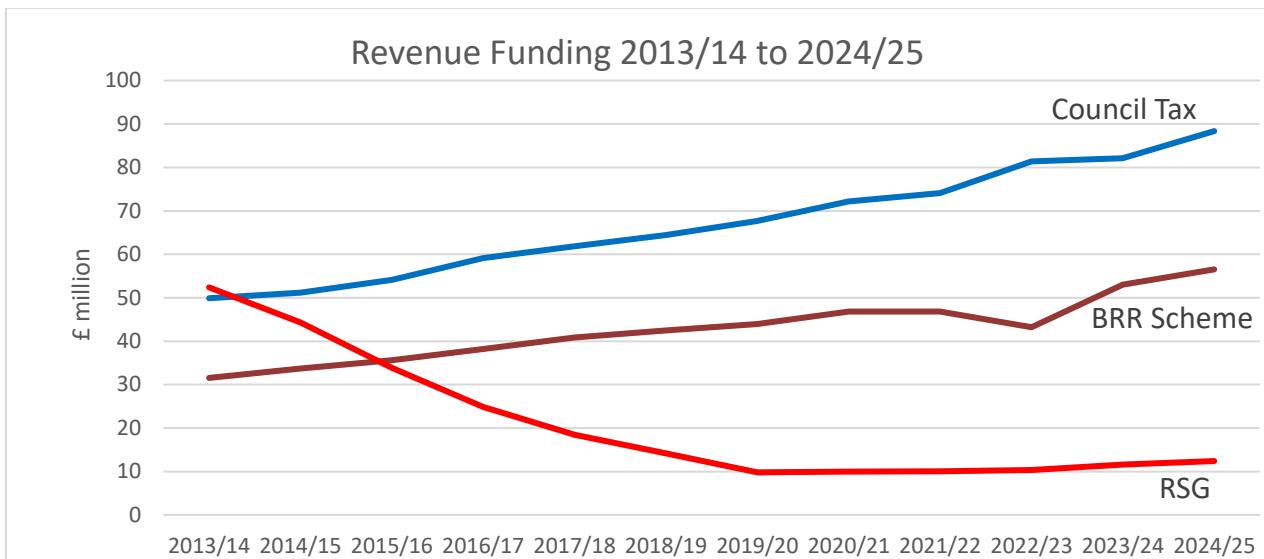
Making the borough a better place to live

 <p>Judged 'outstanding' First council in the West Midlands to be judged 'outstanding' for <b>children's services</b></p>	 <p>Over 800 homes built or under development through our wholly-owned company <b>NuPlace</b></p>	 <p>Reduced carbon emissions from our operations <b>by 60%</b></p>
 <p><b>Telford Land Deal</b> Delivered <b>1,530 new homes</b> and <b>2,250 new jobs</b></p>	 <p><b>MJ Local Authority of the Year 2022</b></p>	 <p>Judged 'outstanding' for our <b>adult social care</b> Shared Lives service</p>
 <p>Delivered £157m savings</p>	 <p>Invested over £1m into our <b>parks and play areas</b></p>	 <p>92% of residents are <b>satisfied</b> with the <b>recycling and waste collection</b></p>

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8.2 However, the Government's comparatively low priority for local government compared to other parts of the public sector in recent years has seen funding provided from the government reduce significantly with a deliberate shift in national Government policy to increase the proportion of local government services funded from council tax and other locally derived income sources.

8.3 Locally, the impact of this policy shift is demonstrated in the graph below.



8.4 The amount of Revenue Support Grant (RSG) has fallen from over £50m in 2013/14, when it exceeded the amount raised from council tax, to £12.4m in 2024/25. During this period demand for many services has been increasing and inflationary pressures have also increased costs. As can be seen from the graph, the proportion raised from council tax has been increasing. The reduction to RSG is clearly even greater in real terms given the high rates of inflation seen in recent years.

8.5 In 2013/14 39% of the net budget was funded from RSG and 37% was funded from council tax. In 2024/25 only 8% was funded from RSG and 56% funded from council tax. However, throughout this period the council has maintained one of the lowest levels of council tax for the services that this Council provides in both the West and East Midlands, indeed it has been the lowest in the region for the last 7 years (see appendices 1 and 2).

8.6 As well as a withdrawal of central government funding over many years, the introduction of the existing local government finance system in 2013/14 saw a significant transfer of risk to local authorities. This included the introduction of local “Council Tax Support” rather than centrally funded “Council Tax Benefits” and local retention of business rates. If the economy enters a recession and potentially the unemployment rate increases, or incomes decrease it is possible that we will see increased costs arising from our local council tax reduction (CTR) scheme.

8.7 As a large complex organisation delivering a huge variety of essential services and also one that continues to face significant financial pressures and many uncertainties, it is highly desirable that the Council should have a financial strategy that covers the medium term. However, it is clearly very difficult to produce meaningful future projections of resource availability in the absence of medium-term funding settlements for local authorities from the Government. The extent of the proposed changes to the Local Government Finance system will not be known until Government

consultations are launched in the spring/summer of 2025 with the financial impact not clarified until the finance settlement in December 2025. Despite this uncertainty, we have to make the best projections that we can and ensure that we seek to identify approaches to reduce reliance on government funding, ensure that an appropriate level of reserves and contingencies is maintained by the Council and that the Council maintains its long track record of sound financial management by making realistic budget assumptions, through comprehensive regular financial monitoring and updating the Council's medium term budget model as additional information becomes available.

8.8 The Council has sought to offset part of the loss of Government grant by generating income by adopting a more commercial approach to many existing services. We have sought to ensure that this approach spreads fixed costs, maximises use of any spare capacity and where possible brings environmental, social, or economic benefits to our residents. We were the second council nationally to open a commercial solar farm and are continuing to invest in Nuplace, a wholly owned company, which offers high quality homes, mainly at market rents.



8.9 Primarily Nuplace was established to increase the supply of private rented accommodation in the area, to regenerate brown field sites that the Council had been unable to sell and to drive-up standards in the wider private rented sector by offering a high-quality alternative to private tenants. However, Nuplace also generates a surplus after paying all associated costs. The return is used to help reduce the amount of cuts that we would otherwise have to make to the front-line services that the Council provides to our community.

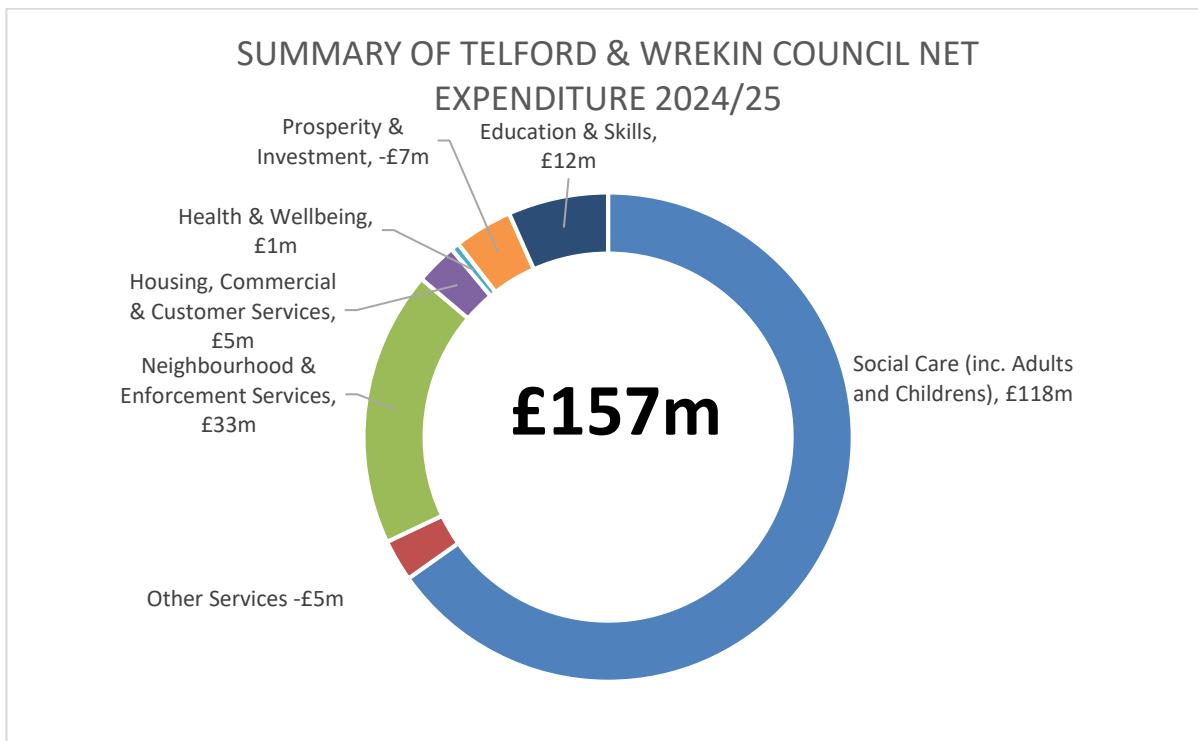
8.10 The Council is also committed to investing in the Borough's future. Ensuring that the Borough is an attractive place to live, work, learn and visit is essential if we are to attract new businesses that will create jobs and bring prosperity to the area and the people that live here. The Council also benefits from retaining a share of any additional business rates (between "reset periods") which also helps to minimise the cuts that we have to make to front-line services.

8.11 As part of our “Business Winning, Business Supporting” Approach, the Council continues to make investments in our Property Investment Portfolio through our “Growth Fund”. Unlike some councils all property investments are within the Borough. The primary purpose of the Growth Fund is to attract new jobs to the Borough from inward investors, but it can also retain existing jobs in companies looking to expand and which may otherwise move out of the borough. Any net return after covering all associated costs is used to support front line services as will additional retained income from business rates between any reset periods.

8.12 On 29 February 2024, the Council approved a detailed one-year service and financial planning strategy for the current financial year within the context of a four-year MTFS. The one-year detailed strategy was agreed because the Government only provided a one-year funding settlement and because the Government had again deferred their planned major changes to the local government finance system. The Council remains committed to key themes from this earlier strategy and will continue:

- To work with partner organisations, including Town & Parish Councils and voluntary sector and community groups to seek to identify ways to mitigate the impact of some of the cuts to services that we can no longer afford to provide. These discussions have been very successful, and the Council is committed to extending this approach further through Partnership Deals with some transitional funding potentially available where appropriate.

8.13 The budget set for the current year and which forms the basis for the budget for future years is summarised in the chart below:



8.14 The chart shows that in 2024/25, £118m, or 75% of our net budget, is spent on social care for adults and children. Financial Management reports to Cabinet during the year have consistently highlighted that at Telford & Wrekin adult social care services are facing pressure despite the significant additional ongoing investments made in recent years, additional ongoing investment is therefore required to ensure a robust MTFS in future years.

## **9.0 A Council Working to Protect, Care & Invest to Create A Better Borough**

9.1 Despite our severe financial constraints, Telford and Wrekin is a progressive Council with ambitions to improve the Borough and the lives of residents. We are tackling the enduring impact of the Government's sustained austerity programme and the lasting impacts of the pandemic head on.



9.2 The Council has an ambitious investment programme to protect, care and invest to create a better borough.

9.3 Our Council Plan agreed by Cabinet in February 2022 and updated in November 2024, sets out how as a Co-operative Council, the organisation wants to take forward the Borough over the medium term. It is a Plan which is centred on tackling the inequalities that exist in our communities. We will build a strong, clean economy and will ensure that all communities benefit from this - that the very real differences between our communities are "levelled- up" and that all of our communities are resilient, healthy and prospering. Core to all of this will be the action we take to protect our environment and playing our part in tackling the climate emergency. In October 2022, Cabinet agreed a 10-year vision for the borough providing the organisation with a long-term plan for the sort of place we want the borough to be in 2032, outlining our ambitions but also the challenges we want to have addressed. Vision 2032 has been developed with our key strategic partners including the NHS, Police, Telford College, and Harper Adams University providing a series of shared ambitions that we can collectively work together to achieve.

9.4 Despite the severe financial challenges we face, our mission is clear. We will support residents and businesses, attract new jobs and investment and promote clean growth in the borough, whilst seeking to protect, as far as we

are able to, priority front-line services and are working co-operatively with our residents and partners to deliver these.

9.5 From our on-going engagement with local people over many years, we are clear that they and their families have some fundamental priorities which we as a Council will work with them to achieve. We know that the people of Telford & Wrekin want to live:



- **In a safe community** – we work in partnership with West Mercia Police to ensure that Telford & Wrekin remains a low crime area. Our work to support and safeguard children from sexual exploitation has been recognised by Ofsted as amongst the best in the country. Following the publication of the Independent Inquiry into Telford Child Sexual Exploitation report, in July 2022, the Council committed to implementing the recommendations six months earlier than anticipated. The Chair of the Independent Inquiry, Tom Crowther KC returned to Telford & Wrekin in March 2024 and assessed progress against those recommendations. His report was published on 16<sup>th</sup> July 2024 with a report taken to Full Council on 18<sup>th</sup> July 2024. In his report he recognises the incredible amount of work undertaken by the Council in respect of the recommendations. The Chair considers that the Council as a whole has embraced the recommendations of the Inquiry and recognises the importance of the work undertaken and is keen to ensure that changes are made. It is proposed that updates will be reported to Full Council on the continuous improvement work carried out as a result of the Inquiry through the Annual CSE report.
- We have worked to get Telford designated as a White Ribbon Town where domestic violence is not tolerated. Our Public Protection team deliver our enforcement agenda to ensure that local services and facilities are safe, that nuisances are tackled and houses in multiple occupation are better managed. We have made a commitment as a Council to always look after the most vulnerable in our community despite the significant budget challenges that we face.



- **In a clean environment** – we work in partnership with Idverde and Veolia and also with our Town and Parish Councils to ensure that our streets, parks and public spaces are clean and tidy and that we have first class waste collection and recycling services.



- **In a place with good roads and pavements** – each year we invest in a major programme to repair and maintain our roads and pavements. We have also secured significant amounts of Government funding to improve many roads, roundabouts and junctions so that congestion caused by more cars using our roads in the future will be reduced or avoided. The results from the National Highways & Transportation Survey (NHT) for this year have us second in the region for overall satisfaction with roads, we are fourth nationally and third out of all unitary authorities. We have:

- 626 miles of road,
- 743 miles of footpaths,
- 132 cycle ways,
- 20,000 streetlights,
- 120 roundabouts

- Through our 'Pride in Your Community' initiative and through creative use by elected members of their ward fund allocations, we have also made lots of small improvements in communities and on estates that can make a big difference to everyday life.



- **Where there are first class schools and education facilities** – we work in partnership to support our primary, secondary and special schools and performance is amongst the best in the West Midlands. We will continue to invest in maintaining and extending school buildings.
- **Where there are excellent and accessible Hospital, GP and other Health and Care services** - we are providing a key role working with NHS Health colleagues to ensure the Health and Care needs of our residents are fully articulated and Health and Care Services are planned based on those needs. Championing improvements to GP access and other primary care services together with improvements in Acute Hospital services and service backlogs are priorities for us. Telford deserves first class Hospital and other health and care services, and we will continue to champion these important issues. Health and Care within the community and “closer to or in the home” also remain priorities.
- **Where they have a job and there is a thriving economy** – through our Enterprise Telford approach, we are attracting more new businesses to come to our Borough every year bringing new jobs. We have also supported many existing businesses to succeed and expand.



- Through our ‘Pride in your High Street’ initiative, we have sought to give local businesses the key skills to both survive and thrive in our town centres. We work to protect local jobs; we have lobbied Government to retain key activity in our town. We also work, through our Job Box and Apprenticeship schemes, to ensure local people, and particularly young people, have the skills they need to get a job.

9.6 As a co-operative council, we are committed to listening to and involving residents in developing our plans to protect, care and invest to create a

better borough. We carry out targeted engagement throughout the year to ensure specific matters are considered carefully so we can understand the community impacts before making any informed decisions. Over the last year we have carried out consultations on a range of important matters including:

- The Council's budget for 2024/25
- Local Development Plan
- All Age Carers Strategy
- Play for All Strategy
- Telford Theatre regeneration
- Wellington Market regeneration
- Station Quarter
- Neighbourhood Enforcement

9.7 In November 2024 we launched a Residents Survey that has been sent out to a random sample of approximately 10,000 household across the Borough. This survey seeks residents' views on Council services, with the intention of making the Borough even better. Results will not be known until the New Year.

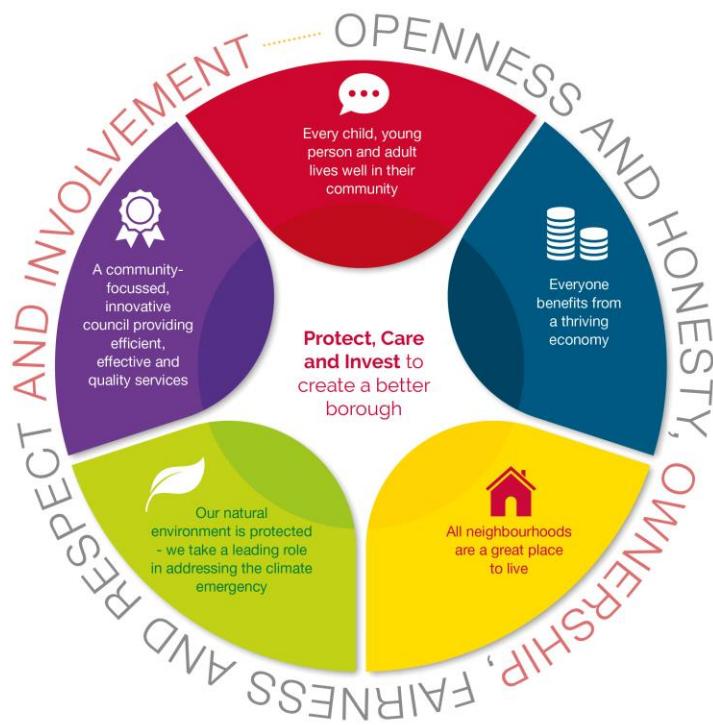
9.8 Residents can also get involved and have their say on a range of different subjects through our Community Panel. This is intended to be a representative group of residents who volunteer to give their views and ideas on a range of local issues and services. When they sign up, they identify themes of interest, so we only contact them about what they wish to be consulted about.

9.9 While many other councils have focussed on making cuts while neglecting growth and stopped major development projects, we continue to prudently invest to create jobs and safeguard the future prosperity of the Borough and its residents.

9.10 Underpinning our relationship with the community is our vision to **Protect, Care and Invest to create a better borough** and our Co-operative values. These values are at the heart of all that we say and do as an organisation enabling us to deliver our five corporate priorities:

- **Openness and Honesty** - being open and honest in the way we work and make decisions and communicate in a clear, simple and timely way.
- **Ownership** - being accountable for our own actions and empower others with the skills to help themselves.
- **Fairness and Respect** - responding to people's needs in a fair and consistent way.
- **Involvement** - working together with our communities, involving people in decisions that affect their lives and be prepared to listen and take on new ideas.

## Our Vision, Priorities and Values



9.11 Our MTFS is the financial expression of our priorities. Through the development of a sound MTFS we maximise the use of revenue and capital resources and ensure that we allocate the funding that is available in the best way to deliver as far as possible on our overall vision to Protect, Care and Invest to Create a Better Borough. "Service Strategies" are prepared for each of the Council's directorates. These demonstrate how the budgets for each directorate are used to support the work of each directorate and the linkages to each corporate priority. Service Strategies for 2025/26 have been included in Appendix 4. The Capital Programme is analysed by corporate priority later in this report to show how we use our capital resources to deliver our corporate priorities.

## 10.0 Funding Settlement for 2025/26

10.1 The provisional Local Government Finance Settlement was announced on 18 December 2024 and is open for consultation until the 15 January 2025. The settlement is for 2025/26 only and is based on the Autumn Budget and Spending Review announced on 30<sup>th</sup> October 2024 and the Policy Statement issued in November. The key headlines at a national level are:

- Core Spending Power has increased nationally by 6% for 2025/26
- Council Tax referendum principles are in line with those announced previously at 2.99% for general Council Tax and 2% for the Adult Social Care Precept

- Revenue Support Grant has been uplifted by the September CPI rate of 1.7%
- Small Business Rates multiplier has been frozen at 49.9p and there is an increase in the standard rate multiplier of 1.7% to 55.5p
- The Social Care Grant has increased by £880m to £5,924m, this increase is £200m more than announced with the Policy Statement
- A new Recovery Fund Grant of £600m, which was announced with the Policy Statement, this is targeted at authorities with greater need and demand for services, which has been measured using deprivation, and less ability to raise income locally
- A new Children's Social Care Prevention Grant of £250million which was announced with the Policy Statement
- Merging the Better Care Fund and Discharge Fund into the Better Care Grant with funding allocations remaining the same
- No change to the Adult Social Care Market Sustainability and Improvement Fund
- No change to New Homes Bonus, however 2025/26 is the final year of the scheme in its current form
- The Services Grant has been discontinued which was previously £87million
- The Rural Service Grant has also been discontinued which was £110m in 2024/25
- The Government are to provide £515m to English councils to offset the increase to employers' national insurance contributions. Individual authority allocations will not be published until final settlement
- The Government have published a consultation paper on funding reform called "Local Authority Funding Reform: Objectives and Principles". This consultation starts to scope the approach to the funding review at a very high level. The consultation is open until 15<sup>th</sup> February 2025. Consultation on detailed proposals will follow with the multi-year spending review which will conclude in late spring 2025 with a multi-year provisional settlement later in the year for 2026/27 onwards. This will include a reset of the Business Rates Retention system.

10.2 The Chief Financial Officer will agree a response to the provisional settlement and also the Local Authority Funding Reform with the Cabinet Member for Finance, Governance & Customer Services.

## 11.0 Base Budget For 2025/26

11.1 The base budget for 2025/26 totals £180m and is summarised in Appendix 8. The budget will be restated after final decisions have been taken on the savings and investment proposals contained in this report.

11.2 As previously highlighted in this report, there are many areas of significant uncertainty facing the Council and our overall financial position beyond March 2026.

11.3 It is with this uncertainty over the medium-term financial outlook facing the Council in mind that the balance between the key components of the overall MTFS need to be considered i.e.:

- New ongoing revenue and one-off capital investments (which also impact on the revenue budget both in the year of spend but also in some cases for many decades ahead),
- The balance between further savings and the level of council tax increase,
- The use of a prudent level of one-off resources versus retention of sufficient one-off resources to provide future flexibility and assurance of financial sustainability through the medium-term.

11.4 Given the high degree of uncertainty for the reasons previously referred to, it is difficult to make accurate forward projections. However, it is essential that we now use the best available information to estimate the potential level of budget shortfall in future years so that we can start to plan ahead now through this MTFS framework which is based on the Council's multi-year budget model. This includes many variables and will be regularly reviewed and updated as further information becomes available. Using current available information and assumptions, the position is summarised in the table below. However, it must be noted that the actual position may be very different to that set out below.

<b>Base Budget Movements from 2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>2024/25 Base Budget</b>	<b>157,296</b>	<b>157,296</b>	<b>157,296</b>	<b>157,296</b>
Changes to Contingencies	1,291	(2,709)	(2,709)	(2,709)
Inflation on major contracts and utilities	1,800	2,500	3,700	4,900
Pay Inflation	4,553	6,793	9,078	11,371
National Insurance Increase	2,500	2,500	2,500	2,500
National Insurance changes in Autumn Budget 2024 - assumed funding	(2,500)	(2,500)	(2,500)	(2,500)
Changes to Government Grants (including new Extended Producer	(6,083)	194	194	194

<b>Base Budget Movements from 2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Responsibility and Recovery Grants)				
DFE funding reduction - Joint Use Leisure Facilities	141	141	141	141
Housing Benefit Subsidy Overpayment Recovery	500	500	500	500
Adult Social Care additional investment	12,705	19,860	27,772	27,772
Additional Social Care Grant	(3,091)	(4,400)	(4,400)	(4,400)
Children's Safeguarding additional investment	2,973	6,363	10,307	10,307
Additional Expenditure relating to the Extended Producer Responsibility and Environmental Issues	1,548			
Operational Buildings Essential Works	500			
Income pressures due to changes in service provision	951	845	605	605
Healthy Child Programme	260	260	260	260
Ongoing Revenue Cost of Council Investment Programme	-	1,281	1,281	1,281
Cost of Capital Programme	1,779	5,230	6,621	7,861
Savings previously approved	2,010	2,176	2,076	2,076
Other	989	2,063	3,743	3,543
<b>Updated Base Budget</b>	<b>180,122</b>	<b>198,393</b>	<b>216,465</b>	<b>220,998</b>
Assumed income from Council Tax	(92,002)	(92,053)	(93,553)	(95,053)
Assumed Revenue Support Grant	(12,689)	(12,966)	(13,198)	(13,460)
Business Rates (including "top-up" and s.31 grants)	(57,882)	(59,263)	(60,499)	(61,832)
<b>Projected Funding</b>	<b>(162,573)</b>	<b>(164,282)</b>	<b>(167,250)</b>	<b>(170,345)</b>
<b>Base Budget Gap before Council Tax Increase</b>	<b>17,549</b>	<b>34,111</b>	<b>49,215</b>	<b>50,653</b>

<b>Base Budget Movements from 2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Less:				
Council Tax Core Increase - 2.99% in 2025/26	(2,673)	(2,673)	(2,673)	(2,673)
Adult Social Care Increase - 2% in 2025/26	(1,788)	(1,788)	(1,788)	(1,788)
<b>Base Budget Gap after 25/26 Proposed Council Tax Increase</b>	<b>13,088</b>	<b>29,650</b>	<b>44,754</b>	<b>46,192</b>
Additional Savings	(13,088)	(11,276)	(11,791)	(11,791)
<b>To find from further savings/use of balances/council tax increases in future years</b>	<b>0</b>	<b>18,374</b>	<b>32,963</b>	<b>34,401</b>

**Notes:**

- The overall position will be firmed-up in the February report to Cabinet by which time the Council should have final allocations for most of the grants. The February report will also reflect any additional budget pressures and opportunities that arise over coming weeks.
- The actual amount of business rates available for the budget strategy will be confirmed when the NNDR 1 form is completed and submitted in January 2025. The NNDR1 form has been further complicated for 2025/26 as there are now 2 multipliers, one for small business as well as a standard one.
- No assumption has been made for any increase in either the general level of Council Tax or ASC precept beyond 2025/26. All of the additional funding generated from the 2025/26 increase is to be invested in provision of social care services to support the most vulnerable people in our community.
- The projections for years after 2025/26 are only intended as a broad indication at this stage for planning purposes and the estimates will be further updated as additional information becomes available including any changes in levels of demand and inflation from those currently assumed.

11.5 After having delivered £181.7m of annual ongoing savings by the end of this year, it is clear that further cuts will be more challenging. Clearly the Council will seek to minimise impacts on our community by working with Town and Parish Councils, local community groups, service users, the voluntary sector, volunteers and other partner organisations. Based on the position summarised above, total savings since the period of austerity began are projected to total just under £229.7m by the end of 2028/29 (assuming no further council tax increases and based on the medium-term projections

currently available – although these will inevitably change as further information becomes available) made up as follows:

	£m
Savings made to end of 2024/25	181.7
Savings previously approved for 2025/26	2.0
Savings now put forward for implementation in 2025/26	10.6
Savings now put forward for implementation in 2026/27 and 2027/28	1.2
Projected further savings/council tax increase required from 2026/27 to the end of the 4-year MTFS period in 2028/29	34.4
<b>Total Projected savings by end of 2028/29</b>	<b>229.9</b>

## **12.0 Our Approach to Developing Savings Proposals Budget Engagement**

- 12.1 Due to the significant uncertainty over the future of the national local government finance system, the prolonged period of financial constraint for un-protected areas of public spending and the consequent scale of ongoing annual savings that had been delivered by the Council a new approach to the development of future savings proposals was agreed from 2017 onwards. Savings are now more challenging as the “easier savings” have already been taken. More time is therefore needed to consult with stakeholders about options and ways to minimise impacts. Therefore, savings are developed as soon as opportunities arise and capacity allows, rather than co-ordinating consultation through an annual process as historically was the case when resources were not so tight, and the need to implement change not so urgent. This means that we are able to engage with our communities and partners in a more meaningful way to develop more creative solutions to some of our challenges within the Borough. This also means that our budget engagement process takes place throughout the year, rather than just for a 4-week period.
- 12.2 We will commence targeted discussions with our Town and Parish Councils, trades unions, business community and local voluntary and community sector partners and the Business & Finance Scrutiny Committee during January 2025. This is part of an ongoing dialogue that will continue throughout the year as our budget proposals are developed.

## **13.0 Capital Receipts and Debt Charges**

- 13.1 The Council’s programme of property rationalisation has not only reduced running costs as we have disposed of buildings and other surplus assets but is also generating significant capital receipts enabling us to fund some investment from internal resources rather than from increased borrowing. Due to a temporary Government relaxation in regulations, the Council is also able to use new capital receipts to fund transformation and statutory severance costs. Debt clearly has to be repaid and adds to pressure on the revenue budget so the generation of capital receipts from the sale of surplus

assets helps protect essential front-line services. This reduces the amount of cuts that would otherwise have to be made.

- 13.2 The Council, unlike the Government, is not able to borrow to fund revenue services as the Council has to set a balanced revenue budget each year with any shortfall being funded by the use of balances or from further cuts to spending or increased income.
- 13.3 Debt repayments represent a long-term fixed charge against the revenue budget which reduces the amount of funding available for the provision of front-line services. This spreads the cost of the acquisition of these assets over the useful life of the asset and therefore the cost is borne by the council taxpayers that benefit from the asset. However, some capital investment that is incurred to achieve Council objectives such as Nuplace which is offering tenants in the private rented housing sector the option of a high-quality home operated by a long-term responsive landlord not only deliver Council priorities but fund assets which are likely to increase in value over the long term and generate a revenue return greater than the cost of the associated debt charges. This surplus is used to support essential front-line services and to reduce the cuts to services that would otherwise be required. The Council carefully assesses each potential new investment to ensure that it does not expose the Council to an unacceptable level of risk either on an individual basis or when considering the entire debt portfolio of the Council with our approach set out in the capital and investment strategies, the treasury management strategy and prudential indicators reports that are considered by full Council each year.
- 13.4 In Telford & Wrekin debt repayments in 2024/25 accounted for 9.9% of the net revenue budget (including payment to Shropshire Council in respect of pre-unitary authority debt). This calculation does not take into account the income generated from capital schemes such as Nuplace and the Growth Fund for which the income generated covers the cost of debt associated with the capital investment as well as providing a return to the Council. Income from Nuplace is forecast to be £1.9 million in 2024/25 and net additional income from the Property Investment Portfolio, which has been boosted by the Growth Fund investment, is expected to exceed £9.4million.
- 13.5 A graph showing the percentage of the net revenue budget allocated to debt repayments in 2024/25 for unitary authorities is included in Appendix 5.
- 13.6 Our programme of asset sales totals £15.749m over the medium term. The planned profile of these receipts is shown below:

	£m
2024/25	4.613
2025/26	5.136
2026/27	6.000
<b>Total</b>	<b>15.749</b>

13.7 Generation of these receipts is a key assumption within the MTFS. The Council has a detailed schedule of asset disposals to address this, which is regularly monitored by officers and all the revenue consequences of temporary financing pending these scheduled disposals are built into the Council's base budget projections contained in this report. This dependency will continue to be subject to close monitoring. If any delay is experienced in generating expected receipts, mitigation factors could include a combination of re-phasing some capital spending schemes, identification of other assets for disposal or additional borrowing on a temporary or long-term basis although this would increase revenue costs and necessitate further cuts to other services or the use of additional one-off revenue resources such as the in-year contingency or Budget Strategy Reserve.

## **14.0 Section 106 Agreements**

14.1 Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. S.106 agreements are often referred to as 'developer contributions'. The common uses of planning obligations are to; secure affordable housing, to secure financial contributions to provide infrastructure (for example relating to necessary highways works to provide access to the development) and to help fund new educational facilities for the children of families that move into newly built houses. Careful negotiations are undertaken with developers in reaching the s.106 agreement, which are legally binding and clearly state what the funding can be used for.

14.2 Legally a S.106 can only be requested when it is:

1. necessary to make the development acceptable in planning terms
2. directly related to the development; and
3. fairly and reasonably related in scale and kind to the development.

14.3 Negotiations have to ensure that developments remain viable and the National Planning Policy Framework (NPPF) states where obligations are being sought or revised, local planning authorities should take account of changes in market conditions over time and, wherever appropriate, be sufficiently flexible to prevent planned development being stalled.

14.4 The Council publishes an Infrastructure Funding Statement (IFS) each year detailing income and expenditure against S106 agreements. A copy of the current Infrastructure Funding Statement is attached as Appendix 7.

## **15.0 2024/25 PROJECTED OUTTURN POSITION**

15.1 As the Financial Monitoring report also on this agenda shows, whilst the Council continues to exercise tight financial control, the Council is still experiencing very significant pressures, in particular for Adult Social Care services. Fortunately, due to our good financial planning and management

we have a one-off contingency earmarked specifically for social care and also our general budget contingency which will cover this pressure. Work to seek to reduce this pressure is continuing but clearly further demand pressures may be experienced in key services so the actual outturn will be different, either better or worse, than currently projected as we are only part way through the year. It is, therefore, essential that all Cabinet Members and budget holders continue to exercise tight financial control and to deliver all planned savings. The position will continue to be closely monitored particularly for key but also for seasonal factors such as winter road gritting and any potential costs arising from flooding events.

## **16.0 Savings Proposals For 2025/26**

- 16.1 By the end of the current financial year, the Council will have delivered ongoing budget savings, including additional income, of £181.7m since 2009/10. Despite the proposed 2.99% general council tax increase and the 2% ASC precept increase, which will raise around £4.5m, it is necessary for the Council to find further budget savings to deliver a balanced budget without using an unsustainable level of one-off balances.
- 16.2 Appendix 10 therefore includes a schedule of additional savings that if after consultation with service users and other stakeholders were all delivered would generate a total saving of £11.8m commencing 2025/26. Clearly after already having delivered £181.7m of savings, these savings now put forward will include some proposals that are more challenging. As explained elsewhere in this report, extensive consultation with service users and partners will be undertaken to identify ways to mitigate the impacts of the proposals or to identify alternative options.
- 16.3 Whilst additional investment totalling over £7.7m net of savings into Adult Social Care in 2025/26 is put forward in this report, it is not possible, even in this service to continue providing the same services in the same ways. To ensure that the Council can continue to always meet the assessed needs of vulnerable adults and children in our community, it is necessary for new approaches to be taken to deliver the best outcomes for our clients and to ensure that we operate as efficiently as possible. Cost improvement plans are therefore in place for both Children's Safeguarding and Adult Social Care. Details of these Cost Improvement strategies are included as Appendices 11 and 12.

## **17.0 Revenue and Capital Investments**

- 17.1 Due to the tight financial position faced by the Council the scope for new ongoing revenue investments is limited. However, the Council has always said that it will meet the assessed needs of vulnerable adults and children and to do this next year, significant additional investment will be made available to Adult Social Care totalling £7.7m after allowing for planned savings in 2025/26. In total the net budget for Adult Social Care and Children's Safeguarding will exceed £125m next year.

17.2 Unfortunately, the scope for additional ongoing revenue investments next year is limited, as further investments in other priorities would require more budget savings to be identified.

17.3 The Council is however proposing a significant capital programme which totals over £376m and is summarised in Appendix 13. This is a very significant set of investment proposals and demonstrates the Council's commitment to **Protect, Care and Invest to Create a Better Borough**. The proposed package of capital investments will bring significant benefits to the Borough.

17.4 Nuplace was established to give tenants in the private rental sector the opportunity to rent high-quality, well-maintained homes from a long-term responsive landlord and by increasing competition in this sector of the housing market standards will be driven up. The initiative has already seen:

- 532 homes delivered, across eleven sites with a further 38 refurbished properties across the Borough, bringing the total number of houses delivered to 570. Of these properties, 84 are for affordable rent or built to an adaptable standard, with the remainder being rented on the open market.
- Nuplace's growing portfolio now provides a range of homes for over 1,350 people across the Borough with houses available within North and South Telford and Newport.
- The diversification of Nuplace by the establishment of Telford & Wrekin Homes, involving the acquisition, refurbishment, and rental of properties at locations across the Borough. This will continue to raise standards in the private rented sector.
- Works are underway to complete a further 197 homes including both new build and converted properties. The programme has resulted in over 23 acres of brownfield land being regenerated, addressing sites that might otherwise blight communities.
- The portfolio is performing well with a cumulative void rate to 31 March 2024, of 1.42% since the first site was completed.
- Since 2015/16 - cumulative net incremental income of £11.8m to 31 March 2024 has been generated for the Council which has benefitted front line services such as social care services.
- In addition, Council Tax and New Homes Bonus payments are estimated to have generated an additional £4.0m cumulatively to the end of March 2024.
- The Nuplace investment portfolio has experienced strong capital growth and has an asset value of £101.4m. Cumulative growth in the portfolio is 31% to the end of March 2024.
- In addition to delivering much needed housing, the programme has delivered considerable added value in terms of local employment,

apprenticeships, supply chain development and the delivery of a range of community projects.

- Since 2015/16 to 31 March 2024, Nuplace has delivered a cumulative profit before tax of £3.9m.

In total, the Council's investment in Nuplace and Telford & Wrekin Homes will be £169.9m since Nuplace was established.

17.5 The Council's Growth Fund, which has now operated for 9 years and:

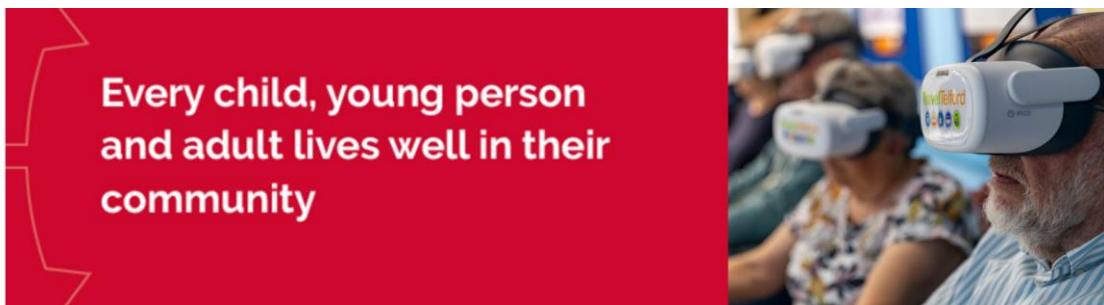
- Enables the Council to provide land, build and lease bespoke properties and offer full turnkey solutions, and continues to drive a high number of investment enquiries drawing in new investors.
- The Fund in conjunction with locally retained profit share from the Telford Land Deal has additionally supported a range of public sector development schemes. This includes the wider development within Telford Town Centre at Station Quarter. This investment will support the delivery of enhanced access routes and high-quality public realm across the area and the new 4000sqm (43,055sqft) Digital Skills and Enterprise Hub (The Quad) accommodating a coordinated offer for both education and flexible space for new businesses.
- Cumulatively, the £79.4m investment to date through the Growth Fund is estimated to deliver an ongoing gross return, including additional business rates income, of 6.53%, 2.08% after borrowing costs but more importantly this project is attracting and retaining jobs for residents of the Borough.

The funding committed to date into a range of investments is anticipated to help deliver approximately 1,445 new jobs.

17.6 The proposed Capital Programme will also see:

- Over £30m for transport and Highways schemes,
- Over £45m for education capital projects including investment in school expansion projects to increase pupil places
- £9.7m for affordable and specialist housing programmes
- Over £5m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper, disabled facility grants and temporary accommodation.
- £8.7m for Leisure & Cultural Schemes (including pool)
- Over £26m for Towns Fund projects
- Over £39m for "Levelling-Up Fund" and Capital Regeneration Fund projects
- Over £2.5m for Pride in Your High Street schemes

17.7 The following tables analyse the capital programme against each corporate priority:



#### 17.7.1 Every child, young person and adult lives well in their community

We want everyone in the borough to fulfil their potential, to be the best they can be. To do this it is essential that children and young people get the best possible start to life, that they receive a “good” or outstanding” education, that they learn how to stay healthy and well, and that as adults they can access lifelong learning to develop their skills. We know that everyone, whether child or adult, thrives best when they live in a community with family, friends and networks of support. The Council and our partners will work to this goal where it best meets the interest of the person. Our other four priorities will support the delivery of this priority.

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
School Schemes	45,238	15,527	29,711		
Other Schemes	3,935	3,848	87		
<b>Total</b>	<b>49,173</b>	<b>19,375</b>	<b>29,798</b>		

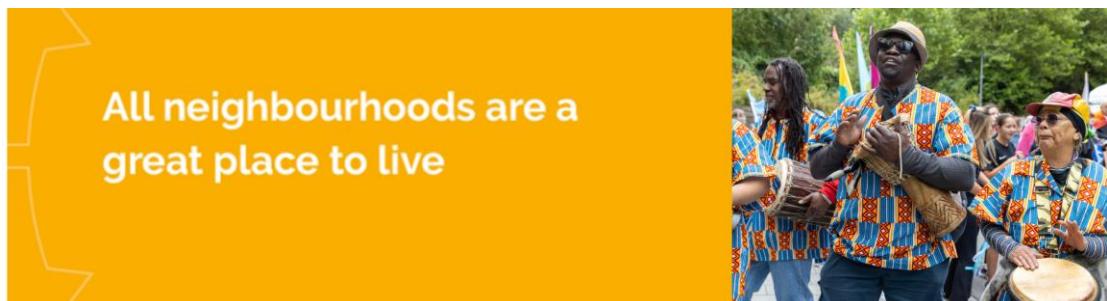


#### 17.7.2 Everyone benefits from a thriving economy

The borough has an outstanding track record of attracting and securing investment to create jobs. Our focus will be to attract investment, drive innovation and support businesses and enable the economy to continue to

grow. This is essential if we want an economy that everyone can benefit from which will enable inequalities across our communities to be addressed.

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
Property Investment Portfolio/Growth Fund	54,200	1,599	15,468	30,015	7,118
Towns Fund	26,496	14,102	11,688	706	
Levelling Up Fund	32,062	8,032	16,609	7,421	
Capital Regeneration Fund	7,813	761	6,280	772	
HCA Land Deal	3,921	948	2,843	130	
Other Schemes	1,470	50	1,420		
<b>Total</b>	<b>125,962</b>	<b>25,492</b>	<b>54,308</b>	<b>39,044</b>	<b>7,118</b>



#### 17.7.3 All neighbourhoods are a great place to live

We want all our neighbourhoods to be safe and inclusive for everyone, including the young and the old. We want neighbourhoods to thrive and be places where people want to live. We want people to feel pride in, and ownership of, their communities and to feel as though they belong whatever their background. We want our communities to be well connected and for everyone to have access to good, affordable housing.

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
Nuplace - Housing Investment	94,036	19,633	29,130	19,947	25,326
Affordable Housing Programme	9,730	1,765	5,465	2,500	
Highways & Transport	29,700	11,297	11,503	2,300	4,600

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
Playing Pitch Investment	1,574	300	1,274		
Leisure & Cultural Schemes (including pool)	11,534	1,359	7,175	3,000	
Environmental Improvements & Enhancements	253	253			
Pride in Your High Street	2,496	335	1,161	1,000	
Housing Schemes	1,942	540	1,402		
Stalled Sites	804	156	398	250	
Other Schemes	3,973	3,037	936		
<b>Total</b>	<b>156,042</b>	<b>38,675</b>	<b>58,444</b>	<b>28,997</b>	<b>29,926</b>

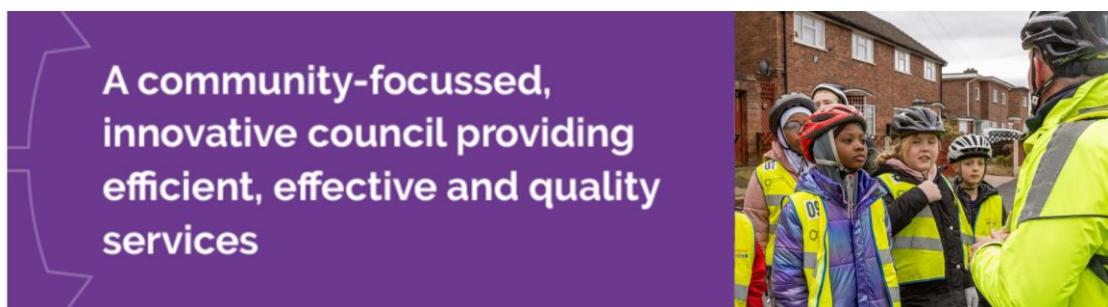


#### 17.7.4 Our natural environment is protected, and the Council is taking a leading role in tackling the climate emergency

In October 2019, the Council recognised the climate emergency by committing to make the operation of the Council and the borough carbon neutral by 2030. We are committed to protecting our heritage and habitats too, protecting biodiversity both in the way in which the Council delivers its services but also through local planning policy.

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
Climate Change	821	68	753		
LED Lighting Invest To Save	153	153			
Air Quality	45	45			

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
On Street Residential Charge Point Scheme	683	683			
DeCarbonisation Schemes	1,084	584	500		
Flood Defence	761	180	477	104	
<b>Total</b>	<b>3,547</b>	<b>1,713</b>	<b>1,730</b>	<b>104</b>	



#### 17.7.5 A community-focussed, innovative council providing efficient, effective and quality services

To deliver our community priorities, we will maximise the use of our resources, ensuring that we work efficiently and effectively together as one system, one organisation. We will continue to develop and support our workforce, our ICT systems and data, and our financial resources. Our decisions about how we do this will be informed by robust engagement and consultation with communities, businesses, partners and stakeholders.

Capital	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 & Later Yrs £'000
Asset Management Plan	3,261	461	700	700	1,400
ICT Investment	15,980	5,836	3,064	3,080	4,000
Efficiency Capitalisation	5,625	1,000	2,000	2,000	625
Capital Projects Fund	13,665		65	6,100	7,500
Other Schemes	3,124	599	1,455	356	714
<b>Total</b>	<b>41,655</b>	<b>7,896</b>	<b>7,284</b>	<b>12,236</b>	<b>14,239</b>

## 18.0 COUNCIL TAX

18.1 Council Tax in Telford & Wrekin has historically been low compared to other councils. Indeed, it has been the lowest across both the West and East Midlands for the last 7 years for the services that this Council provides. Appendix 1 is a graph comparing Council Tax levels across the Midlands region and demonstrates that Council Tax in this area is the lowest in the Midlands region at Band D (£1,536.98). The average Council Tax at Band D in the Midlands region is around 19% higher than in Telford & Wrekin.

18.2 Appendix 2 compares our Council Tax to the other unitary authorities in England and shows that we have the second lowest Council Tax at Band D out of 59 unitary authorities being £283.35 less pa than the average for unitary authorities of £1,820.33 which is 18.4% higher than our level at Band D.

18.3 A further factor that has reduced resources in this area is “grant damping” whereby grant that the Government has calculated should be paid to this Council is withheld and used to support spending by councils that would otherwise receive less grant e.g. as a result of reducing population numbers. In the calculations used to establish the current local government finance system which came into effect from 1st April 2013, £1.6m pa of this loss was perpetuated in the new baseline funding settlement for the Council and will be withheld from us – equivalent to a cumulative loss of over £20.8m by 2025/26.

18.4 As well as a comparatively low level of Council Tax, this area also has comparatively low property values with the majority of our properties being in Council Tax Bands A or B. In 2024/25 59.6% of total chargeable dwellings in Telford & Wrekin are in these two bands, compared to the average across all unitary authorities of just 48.3%. Whilst this is relatively good news for local residents in terms of their Council Tax bill and although we appreciate that Council Tax bills are a significant cost for local households, it means that we do not have the same scope to generate income from Council Tax as many other parts of the country where levels of Council Tax are much higher and average property values are also higher so a 1% increase raises considerably more per property than it does in Telford & Wrekin.

18.5 Despite the significant withdrawal of Government grant from the Council over the last 10 years, the Council has worked hard to keep Council Tax in Telford & Wrekin as low as possible recognising the financial pressures that our residents face despite the Government’s deliberate and sustained policy of shifting the cost of funding local government services away from grants from central government and on to council taxpayers. The LGA have said *“the LGA has continually highlighted that council tax rises – particularly the adult social care precept – have never been the solution to the long-term pressures faced by councils. This is particularly the case for social care where increases in costs and demand do not align with capacity to raise council tax. Increasing council tax raises different amounts of money in different parts of the country, unrelated to need”*.

18.6 Writing in the Municipal Journal, David Phillips an associate director at the Institute for Fiscal Studies, highlighted that “*The Government has not updated its main estimates of councils’ spending needs since 2013, and they were based on even earlier data – sometimes from as far back as the 2001 census. The 2010s saw bigger cuts in poorer areas.*” Giving councils the ability to increase council tax does not match funding to need because areas of greatest deprivation and need tend to have more properties in lower council tax bands.

18.7 In the CSR and the local government finance settlement the Government have assumed that councils will increase their level of council tax by the maximum permitted without incurring the costs of a referendum. In this council’s case this Government assumption is that we will increase our council tax by a total of 5% including 2% in respect of the ASC precept. For 2023/24, in recognition of the cost-of-living emergency facing our residents, the Council froze the general council tax and only applied the 2% ASC precept. Unfortunately, given the extreme pressures facing the Council’s Adult Social Care and Children’s Safeguarding services which has not been recognised by the Government, it will not be possible to freeze the general level of council tax for 2025/26 without making even greater budget savings than those planned which are already extremely challenging. It is therefore proposed to increase general council tax by 2.99%, and the Adult Social Care precept by 2%, for 2025/26 in line with the Government’s assumptions. All of the additional income generated which will amount to around £4.5m will be used to fund additional investment in social care services to support the most vulnerable people in our community. The 2.99% general Council Tax increase and the 2% ASC precept increase will be the average increase across the whole borough in the Telford & Wrekin part of the council tax bill and may vary slightly for individual households dependent which part of the borough they are located within and would amount to £0.69 and £0.46 per week respectively for the average (Band B) property in the Borough. The increase in the total bill for each household will also be affected by the decisions of the Police & Crime Commissioner, the Fire Authority and individual town and parish councils. An illustration of the increase by Band is shown below.

Illustrative, there may be rounding adjustments to 2 decimal places in final bills

	2025/26			Weekly Increases		
	TWC Annual £	Increase Annual £	Increase Weekly £	ASC Precept £	Core £	
		4.99%	2%	2.99%		
Band A	1,075.78	51.13	0.98	0.39	0.59	
<b>Band B</b>	<b>1,255.07</b>	<b>59.64</b>	<b>1.15</b>	<b>0.46</b>	<b>0.69</b>	
Band C	1,434.37	68.17	1.31	0.53	0.79	
<b>Band D</b>	<b>1,613.67</b>	<b>76.69</b>	<b>1.47</b>	<b>0.59</b>	<b>0.88</b>	
Band E	1,972.26	93.73	1.80	0.72	1.08	
Band F	2,330.85	110.77	2.13	0.85	1.28	
Band G	2,689.45	127.82	2.46	0.99	1.47	
Band H	3,227.34	153.38	2.95	1.18	1.77	

Note, the above table is based on an average increase of 4.99% for 2025/26 and individual council tax bills will depend on the Parish a home is in.

## 19.0 BASE BUDGET, BALANCES AND CONTINGENCIES

### 19.1 Base Budget

19.1.1 A summary of the Base Budget position is included at Appendix 8 which shows a net base budget of £180m for 2025/26 which will be restated after final decisions have been taken on the savings and investment proposals contained in this report. Assuming a general council tax increase of 2.99% and a 2% increase for the ASC precept for next year and that all the savings put forward are agreed there is no requirement for the use of balances at present in 2025/26. Appendix 9 includes an analysis of the main changes in moving from the 2024/25 budget to the 2025/26 base budget.

### 19.2 Balances

19.2.1 Appendix 6 summarises the overall reserves and balances position of the Council after taking account of the various earmarked reserves and the risks faced by the Council. This currently shows over £21.7m available which could be taken into account as part of medium-term budget strategy considerations.

19.2.2 The Government has extended the temporary ability to fund the one-off costs of service reform projects from new capital receipts. Taking advantage of this opportunity offered by the Government will result in higher levels of debt than would otherwise have been the case and therefore higher debt charges as all capital receipts would otherwise be used to fund planned capital projects. However, whilst the debt charges are ongoing, they will be more than offset by the ongoing savings generated from the invest to save measures. To take advantage of this flexibility Full Council would need to approve an updated "Efficiency Strategy" which will be included in the

Service & Financial planning report to be considered at Cabinet in February. This flexibility which was due to come to an end in March 2022 has now been extended again to March 2030. In addition to this flexibility, the Council also holds some specific funds to support service transformation. Currently the uncommitted balance in the Severance fund is £0.4m which is available to support restructure savings. A further £0.5m is held as an uncommitted balance within the Invest to Save/Capacity Fund.

19.2.3 Given the exceptionally high level of uncertainty over the Council's medium term financial position as previously highlighted in this report, it is important to retain as much flexibility as possible by limiting the use of available one-offs until the medium-term position becomes clearer. The level of usable one-offs gives a good level of comfort that the proposals contained in this report are financially robust given the projected levels of spending in Adult Social Care in 2025/26 have been fully allowed for in the proposed budget.

### **19.3 Risk Management and Financial Resilience**

19.3.1 Local Government has faced unprecedented financial challenges since 2010 and the Council has faced significant grant cuts at a time when demand for many services, such as safeguarding vulnerable children and adults, have been increasing. We are also in a period of considerable financial uncertainty due to another 1-year funding settlement. However, the Autumn Budget did confirm that the Government is committed to reforming the approach to local government funding so that it reflects an up-to-date assessment of a need and local revenues. A targeted approach is expected for the 2025/26 Finance Settlement followed by a multi-year settlement with effect from 2026/27. Information will not be available until next year to assess the impact these changes might have on the Council. As an organisation that provides a vast range of essential services to the community and spends over £500m per annum financial resilience and risk management are very important considerations when agreeing our MTFS.

19.3.2 The key elements underpinning the Council's Financial Resilience are:

- **Setting a robust budget strategy which is deliverable and sustainable**
  - ✓ The Council has a long, proven track record of strong financial management, with no overspends over the past 16 years and has consistently received an unqualified audit opinion from its external auditors
  - ✓ The Council has successfully delivered £181.7m of budget savings since 2009/10
  - ✓ Although very challenging, many savings have been phased over a number of years to allow adequate time for full consideration, consultation and implementation and in order to identify alternatives that mitigate impacts on our community.
  - ✓ An Invest to Save/Capacity Fund is in place to provide additional resources for priority areas and to assist with the delivery of savings; bids are subject to a rigorous business case development and approval process.

- ✓ The Council has a comprehensive employee restructuring policy and procedure which is used consistently and supported by clear, costed rationales to support reductions in ongoing costs whilst maintaining the delivery of essential services and minimising compulsory redundancies as far as possible.
- ✓ Where required, additional investment has been included in the budget including, £7.7m additional net investment in Adult Social Care has been allowed for in 2025/26
- ✓ Provisions are included in the accounts where required, to safeguard against potential costs, for example for bad debts and Appeals against NDR valuations.

- **Strong and Effective Financial Management**

- ✓ A robust risk based financial monitoring regime is in place to identify any adverse variances early so that corrective financial management action can take place. Additional in year savings targets have been delivered when necessary to meet service pressures.
- ✓ A strong and proactive financial management approach is adopted by budget holders supported by their nominated finance officer.
- ✓ The Council retains a good level of reserves and balances for the medium-term strategy.
- ✓ Cost Improvement plans are in place to focus on Children's Safeguarding & Family Support and Adult Social Care, areas of high demand and high cost. These are monitored on a regular basis by Senior Managers and Members.
- ✓ All reports considered by Senior Management Team and Cabinet are required to include financial and legal comments prepared by suitably qualified officers to ensure that financial and legal implications are clearly understood before decisions are taken.
- ✓ Decisive corporate action is taken on a timely basis to manage the Council's overall resources in order to address pressures as they, inevitably, arise during the year given the complex disparate range of services provided by the Council.

- **Strong & Effective Capital & Treasury Management**

- ✓ There is an effective Treasury Management Strategy which aims to maximise returns for the Council while minimising risks with a solid long track record of exceeding targets set and complying with Treasury management parameters.
- ✓ Advice on interest rate projections from independent treasury management advisors has been used when making prudent assumptions on future borrowing costs.
- ✓ Treasury management decisions are managed at a strategic level to deliver best value rather than individual loans being taken out for spending on each separate capital project which often span several years.
- ✓ Funding capital assets (i.e. assets that have a long life) from borrowing ensures that the cost of the asset is charged to the revenue account over the useful life of the asset. Clearly if all assets were paid for directly from revenue, current taxpayers would be paying for assets that will still be available to taxpayers many years in the future.

- ✓ All major capital investment proposals are subject to a rigorous business case development process to manage and mitigate risks as far as possible and are funded in accordance with the Council's approved Treasury Management Strategy after taking advice from professional external advisors.
- ✓ Capital Programme resources are available, in accordance with the Prudential Code of Borrowing and capacity may exist to capitalise expenditure planned to be funded from revenue and in extreme circumstances the Minister may authorise an application for a capitalisation direction.
- ✓ The Capital Programme is monitored regularly with regular updates taken to Cabinet and Full Council, together with approval of new allocations and slippage into future years.

- **Reserves & Balances**

- ✓ The Council has General Fund and Special Fund balances as a safeguard against unforeseen costs as well as earmarked reserves and provisions for specific purposes. The Council's main Budget Strategy Reserve has an uncommitted balance of £21.7m and remains available to support the medium-term financial strategy.
- ✓ In extreme emergency circumstances, general balances and some other funds that have been set-aside for specific purposes could be used and then replaced as part of a future strategy.
- ✓ The Council holds £8.8m set aside for one-off costs associated with the equal pay settlement.
- ✓ Contingencies have been built into the revenue budget: A general contingency of £3.95m in 2025/26 is held within the corporate core; in addition, one off contingencies are included in 2025/26 of £3.25m for Social Care, income and inflation pressures. A further £6.4m is earmarked for contract inflation and pay awards, also held centrally.

- **Strategic Risk Management**

- ✓ The Council has a strategic risk register which is used to identify the substantive issues which may impact negatively on the delivery of the Council's priorities and may also have a financial impact. This is reviewed by Senior Management Team to manage risks and mitigate potential exposures both as part of everyday business and as part of decision-making processes.

- **Reducing Dependency on Government Funding**

- ✓ Despite financial challenges, the Council has a clear goal to attract new jobs and investment and promote growth in the borough and is committed to an investment programme which will safeguard the prosperity of the borough – growth will result in additional Council Tax, new homes bonus and business rates pending proposed changes to the local government finance system and periodic resets of the system thereafter.
- ✓ The Council has adopted innovative ways to improve quality of life for residents including Nuplace, its wholly owned housing company which provides tenants in the private rental sector the option of renting a high-

quality home from a long-term and responsive landlord. The solar farm, the Telford Land Deal (a unique joint arrangement with the Marches LEP and Homes England) and the Telford Growth Fund all bring significant benefits to residents and a net financial benefit after covering all associated costs is also generated which is used to help support the provision of front-line services.

- ✓ For 2024/25 income streams from Nuplace are projected at £1.9m after covering all additional costs, the profit from the solar farm will exceed £0.7m and the net additional income from the Property Investment Portfolio boosted by benefits from the Telford Growth Fund is projected to exceed £9.4m.

- **Insurance Arrangements**

- ✓ Appropriate insurance arrangements are in place to safeguard the Council's assets and protect against liabilities.

- **Experienced Finance Team**

- ✓ The Council employs an in-house finance team who work closely with service managers developing good working relationships and understanding of the issues and pressures facing services.
- ✓ The Council's finance team includes a good mix of qualified accountants, accounting technicians and other staff with extensive experience built up in the Council, in other public sector organisations and the private sector.
- ✓ The Council makes sufficient resources available to the Section 151 Officer to enable comprehensive financial management controls to be maintained.
- ✓ Regular Financial Management reports are produced for and considered by the Senior Management Team and for Cabinet and appropriate action is taken to manage pressures as they arise.
- ✓ Specialist external knowledge is commissioned for specific projects where appropriate.

19.3.3 These factors, together with the Council's long track record of effective financial management over what has been an exceptionally challenging period of austerity, which was unprecedented both in scale and duration, closely followed by a pandemic and then a cost-of-living emergency provide a level of assurance that the Council is both financially competent and in a sound financial position despite the further challenges that the Council will inevitably continue to face.

#### **19.4.0 Inflation Assumptions and Contingencies**

19.4.1 The Council's budget model for future years includes an allowance for pay awards of around 4% for 2025/26 and 2% in subsequent years. However, the precise impact of pay awards may vary from national headline rates if further lump sum, as opposed to across-the-board percentage, pay awards are made in future years as was the case for the April 2022, April 2023 and April 2024 pay awards. After many years of considerable pay restraint which have seen the pay of council employees cut in real terms by over 21% compared to CPI (and considerably more for the most senior roles) there is a

risk that the Council may not be able to retain or attract suitably skilled staff to deliver services in what is now a very challenging environment, therefore in some areas additional “market factor” allowances are applied to aid recruitment and retention.

19.4.2 In accordance with practice in recent years, no allowance has been built in for general inflation, although provision for contractually committed inflation increases (for example the waste collection and disposal and environmental maintenance contracts) and Adult Social Care costs has been made.

## **20.0 Education Funding – Dedicated Schools Grant**

- 20.1 Dedicated Schools Grant (DSG) in 2025/26 will be allocated using four blocks:
- 20.2 **Schools Block** - funding for all mainstream primary and secondary schools via a local funding formula, although the Government is planning to move to a nationally determined funding formula in future. The amount in the block for Telford & Wrekin is £179m. The 2024/25 teachers' pay additional grant (TPAG), teachers' pension employer contribution grant (TPECG) and the core schools budget grant (CSBG) have all been brought within the schools block for 2025/26 and a like-for-like comparison shows an increase in per pupil funding of around 1% for 2025/26. The overall funding increase for 2025/26 is £6m. A 1% increase implies a real terms reduction in school funding in 2025/26, unless 2025 pay awards are at a lower level than recent years or additional grant funding is made available.
- 20.3 **High Needs Block** - funding for Special Educational Needs (SEN) placements and support, special schools, pupil referral units and other alternative provision. The amount in this block for 2025/26 is £39.6m. This represents an increase of around £3m (8%) compared to 2024/25.
- 20.4 High needs will remain an area of significant financial pressure in Telford & Wrekin, as well as many other Local Authorities, due to the upwards trend in the number and complexity of children and young people with high needs. The lack of flexibility in the deployment of DSG funding means that the Authority is dependent on DfE allocations of high needs funding being sufficient to meet demand. Services are working to make local provision both educationally and financially sustainable, in particular by supporting mainstream schools to be as inclusive as possible. The authority had a DSG deficit of £1.8m at the end of 2023/24, due to high needs pressures and the current forecast anticipates that there will be a significant increase in this deficit to around £6m by the end of 2024/25. The increase in funding for 2025/26 is unlikely to be sufficient to meet high needs pressures. High needs pressure is a national issue with most upper tier Council's having a DSG deficit. At the end of 2022/23, the national total DSG deficit was £1.168bn (which included 100 authorities with deficits). A National Audit Office (NAO) report published in October 2024 included the following in the summary:

*“DfE estimates that some 43% of local authorities will have deficits exceeding or close to their reserves in March 2026. This contributes to a cumulative deficit of between £4.3 billion and £4.9 billion when accounting arrangements that stop these deficits impacting local authority reserves are due to end.”*

20.5 The government has amended finance regulations, such that any DSG deficit is ring-fenced away from the Council's general fund position until 31 March 2026. The Government intends to set out plans for reforming the SEND system in further detail next year and that this will inform any decision to remove the statutory override.

20.6 **Early Years Block** - funding for free entitlement provision for children from nine months old to four years old. Publicly funded provision is significantly increasing:

- From April 2024 working parents of two-year-olds have been entitled to 15 hours per week of free childcare (before this date free provision for 2 year olds was only available for children from deprived backgrounds, children in care or who had left care, children with an EHCP or children in receipt of disability living allowance);
- From September 2024, working parents of children from nine months old have been entitled to 15 hours per week of free childcare;
- From September 2025 working parents of children from nine months old will be entitled to 30 hours per week of free childcare.

20.7 This increased provision is reflected in the allocation of DSG for 2025/26 which is estimated to be around £31m compared to £23m in 2024/25.

20.8 **Central School Services Block** – £1.2m - funding for Local Authority central services, which in the main are statutory. The Education Services Grant (ESG) ceased at the end of August 2017 and the Government created this new DSG block specifically for central services. However, the amount allocated is far lower than the previous ESG and Local Authorities need to secure Schools Forum approval for central services costs, despite the services being statutory. In addition to the Central School Services Block, representatives of maintained schools on the Schools Forum are asked to de-delegate additional funds, (£0.4m for 2025/26) to cover costs of statutory services that apply only to mainstream schools.

20.9 Since 2022/23, we have also had to ask maintained schools in Telford & Wrekin to de-delegate funding for the local authority's statutory school improvement functions. Prior to this, these have been funded by the DfE's "School Improvement Monitoring and Brokering Grant". This was removed by the DfE, half in 2022/23 and the remaining half in 2023/24. No alternative funding was provided, although local authorities' statutory functions remain unchanged. The value of the grant was worth £0.182m in 2021/22.

Maintained school representatives on the schools forum have agreed to de-delegate £0.135m for 2025/26.

- 20.10 In addition to DSG, significant additional funding is allocated to schools via the pupil premium grant (PPG). £12.7m was allocated to Telford & Wrekin schools via PPG in 2024/25. At the time of writing pupil premium rates for 2025/26 have yet to be announced.
- 20.11 For many years, Telford & Wrekin Council (along with a number of other councils) has received 'exceptional' funding for joint use leisure facilities. These exceptional factors result in additional DSG being allocated, over and above the amounts allocated by the DfE's Schools Block funding formula. For 2024/25 this amounted to £0.648m across 3 joint use sites. These funds are used for the provision of swimming and other sporting activities however the DfE have said they don't consider swimming to be an "exceptional" activity and are withdrawing funding from 2025/26. This equates to £0.26m for 2 of the Joint Use sites. It is intended that this will be recovered in part from charging for swimming lessons in council pools in 2025/26 however, it is anticipated that there will still be a shortfall therefore £0.141m has been provided as additional investment as shown in table 11.4.
- 20.12 The DfE have also indicated that the non-swimming element of joint use funding of £0.388m is likely to be removed in 2025/26. We have made representations to the DfE concerning the impact of reducing/removing joint use funding and in particular that given the extreme financial pressure that Telford & Wrekin Council (in common with other councils) is under. We are awaiting a decision from the DfE and will need to consider how to address this should the funding be withdrawn.

## **21.0 Community Engagement and Communication**

- 21.1 As outlined earlier in the report, we will continue to work closely with a range of community groups and Town and Parish Councils to develop alternative ways of delivering services. By engaging with residents and other partners it can be possible to find alternative ways of delivering those services that support our community. We will continue to engage with a range of partners and service users (experts by experience) who could assist in developing alternative service solutions in those areas that have potential to impact upon our residents.
- 21.2 Our 2025/26 approach to consultation and engagement on our budget will include communication in relation to key changes to where the Council intends to spend its budget and highlight areas for new investments. We will ensure that we engage with the community and our partners where there is an opportunity for us to work together to improve outcomes for our residents, or where there is potential for an impact on the community. We will continue to identify those who wish to work with us on developing alternative service solutions.

21.3 As in previous years, communicating and engaging with the community on our future plans is an important part of the budget process and the ways in which we will do this are outlined below. However, the aim is to build more in-depth engagement during 2025/26 and later years involving residents and partners in developing solutions, therefore an important part of our communication plan is to identify those who are willing and able to be part of this process.

21.4 The ways in which we will seek views on our proposed strategy are as follows;

- Discussions at a number of specific forums during January engaging with Town and Parish Councils, the voluntary and community sectors and local businesses through on-line sessions,
- Communications campaign including media and social media, updated budget page on the council website, and direct email communication
- Gathering comments and feedback via a wide range of channels including email, social media, in writing to freepost address and telephone and ward roadshows

**Comments can be sent to us at the following E mail address:**  
**[yourviewsmatter@telford.gov.uk](mailto:yourviewsmatter@telford.gov.uk)**

21.5 Throughout this process we will also be gathering contacts of those who wish to be involved in more in-depth engagement in relation to our budget process.

## **22.0 NEXT STEPS & TIMETABLE**

22.1 A consultation period will run from 7 January 2025 through to 5 February 2025 to enable the Council's Cabinet to give careful consideration to the views expressed before preparing their final report and recommendations to Full Council on 27 February 2025.

22.2 The Business & Finance Scrutiny Committee will scrutinise the Administration's budget proposals and should also have the opportunity to scrutinise any alternative budget proposals put forward by any Opposition group(s) prior to Cabinet on 13 February 2025. The Committee is scheduled to meet to scrutinise these proposals at three meetings during January. The Chair of the Business & Finance Scrutiny Committee will have the opportunity to present the recommendations of the Committee at the Cabinet meeting on 13 February if required. The Cabinet will determine their final recommendations for consideration by Full Council at this meeting.

22.3 Full Council will consider the recommendations from Cabinet and Scrutiny/Opposition Groups on 27 February 2025 when final decisions will be made and the budget and Council Tax for 2025/26 will be determined.

## **23.0 Previous Minutes**

- Full Council 29 February 2024 - Medium Term Financial Strategy report 2024/25 – 2027/28

## **24.0 Alternative Options**

24.1 This report sets out proposals for how the resources available to the Council could be used during 2025/26. Clearly the Council must meet its statutory responsibilities, additional investment therefore needs to be made in some priority services. The proposed council tax increase will fund an element of the additional investment needed but further budget savings, over and above the £181.7m ongoing budget savings delivered to date, are clearly also required to ensure a balanced budget is set that does not depend on an unsustainable use of one-off resources.

24.2 Development of the Council's budget strategy involves balancing a number of considerations including, the appropriate level of one-off resources to use, what level of council tax increase is appropriate in the current circumstances where demand for key services is increasing, which services we want to prioritise for any new revenue or capital investment and where budget savings (including generation of additional income) may be implemented. Budget holders and Cabinet members consider a number of options in order to be able to set a balanced overall budget for 2025/26 as set out in this report. Any alternative options must meet the legal requirement that the Council sets a balanced budget for next year which must be seen in the wider context of a robust medium term financial strategy. For example, it would not be appropriate to use all available one-off resources to set a balanced budget for next year if this resulted in an unsustainable medium-term outlook.

24.3 Alternative priorities and options may emerge through the budget consultation exercise and, if so, can be considered in developing the final set of recommendations for consideration at Cabinet on 13 February 2025 before final decisions are taken at full Council on 27 February 2025.

## **25.0 Key Risks**

25.1 Key risks include levels of demand for key services increasing above the level that can be funded from the approved budget, interest rates increasing beyond the levels assumed, inflationary increases in the cost of supplies and services that are higher than have been assumed and income collection levels being lower than expected or a recession impacting on council tax and business rates collection and income from the Council's property holdings and discretionary fees and charges.

25.2 The proposed budget includes a revenue contingency of £3.95m to protect against unexpected changes and the Council also holds a number of specific reserves and provisions e.g. to offset uninsured losses or to cover bad debts. Further, specific one-off contingencies totalling £3.25m have been

included in 2025/26 for Social Care, income and inflation pressures. Budget holders actively manage their budgets and the many financial risks and challenges that Council services face. At the start of the current financial year, the Council also held uncommitted general and special fund balances of just under £4.6m and an uncommitted balance in the Budget Strategy Reserve of £21.7m.

25.3 The Council has a long track record of effective robust financial management and, despite the challenges caused by the Government's long austerity programme and the Covid pandemic, has managed to out-turn within budget for the last 16 years.

## **26.0 Council Priorities**

26.1 The development of a comprehensive MTFS is essential to support the effective use of available resources to deliver outcomes for all Council priorities. The report includes an analysis detailing how the capital programme is allocated across corporate priorities at Appendix 13 and Appendix 4 details the service strategies for each directorate and includes an analysis of the revenue budget used to support the activities of each directorate. The service strategies also detail how each directorate contributes towards the delivery of the Council's corporate priorities.

## **27.0 Financial Implications**

27.1 This report sets out the Council's proposed MTFS for the period commencing April 2025. The financial impacts are detailed throughout the report.

## **28.0 Legal and HR Implications**

28.1 This report develops the proposals for the Council's budget and policy framework which will be consulted upon in accordance with the Policy Framework & Budget Procedure Rules contained in the Constitution. In accordance with the relevant provisions of the Local Government Finance Act 1992, the Local Government Housing Act 1989, the Local Government Act 2003 and the Localism Act 2011, the Council has to set a balanced budget for 2025/26 before the 11 March 2025 and has to have regard to the advice provided by the s.151 officer (Chief Finance Officer) on the robustness of the budget and the adequacy of reserves supporting the budget before doing so.

## **29.0 Ward Implications**

29.1 Borough-wide impact.

## **30.0 Health, Social and Economic Implications**

30.1 The MTFS includes considerable investment in social care services including net new investment to meet increasing costs and levels of demand,

particularly for complex care cases, and includes the allocation of the Public Health Grant. The MTFS also provides for support of economic development activity and direct provision of industrial and commercial units for local businesses. The Council is a large employer of local people and has considerable spending power within the local economy. Clearly reductions to budgets as a result of budget savings programmes reduces investment in the local economy although conversely the capital investment programme and additional revenue investment into social care services help to support the economy.

### **31.0 Equality and Diversity Implications**

31.1 The Council uses Equality Impact Assessments as a tool to ensure our decision making takes into consideration the 9 protected characteristics with regard to the General Equality Duty (GED). We also recognise and give due regard to Care Experienced and Armed Forces Personnel which were previously approved by Cabinet. Whilst we are not legally obliged to do this through the Equality Act yet, we do have an obligation to make sure these groups of people are considered and not discriminated against either, so we think it's the right thing to do. In short, we must demonstrate that we pay due regard to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations. We need to assess and analyse the practical impact on those whose needs are affected by changes to the way that we deliver our services or to our spending. We have adopted a proportionate approach that takes into account the relevance of a proposal with regard to equality. This is a measured response recognising that our resources are best aimed at dealing with those proposals that could have the most significant impact. In order to accomplish this, we have followed a process designed to screen proposals and ensure that they are fully explored.

31.2 Our process involves carrying out an initial scoping exercise to determine which budget saving proposals may require action or further investigation with regard to equality impact. For proposals where implications are identified and are at a sufficiently developed state a proportionate impact assessment is undertaken. Where a proposal is still at an early stage of development, an equality impact assessment will be undertaken during its development. This is an ongoing process that will continue throughout the year. As we engage with our community and partners to identify where we may need to deliver services differently, we will ensure that we continue the process of screening these proposals to identify if there are any equality implications.

31.3 The proposals contained in this report will impact on specific groups of people. An initial Impact analysis, on the savings proposals, highlights limited equality impacts, further work will be undertaken to identify and mitigate adverse impacts as far as possible. We will continue to screen all savings proposals for potential equality impacts relative to the General Equality Duty as proposals are developed further prior to implementation

and will carry out further impact analysis where appropriate, prior to any final decisions being taken.

31.4 Public consultation will take place between 7 January 2025 and 5 February 2025. The proposals contained in the report will also be subject to Member scrutiny during this period. Final proposals will be considered by Cabinet on 13 February 2025 who will make recommendations to Full Council on 27 February 2025. The final agreed recommendations will be implemented during 2025/26 and future years.

## **32.0 Climate Change and Environmental Implications**

32.1 The revenue budget and capital programme include specific funding to support climate change initiatives, including capital funding of £2.19m for initiatives to reduce the Council's own carbon footprint, and partnering with government, organisations and residents to reduce emissions across the Borough. This investment is critical to the commitment the Council made in 2019 for its operations and activities to be carbon neutral by 2030, and in supporting the wider aspiration for the Borough to also become carbon neutral. It directly links to the priority that 'our natural environment is protected, and the Council has a leading role in addressing the climate emergency', and builds on previous investment that has enabled the Council to reduce its emissions to date by 60% compared to the 2018/19 baseline.

32.2 Many of the actions in the Council's climate change action plan that will be funded by this investment have considerable co-benefits. Actions that help to reduce both energy costs and emissions, for example installing insulation, combine significant financial, social, health and environmental benefits. Sustaining investment will also help to mitigate the risks associated with climate change in the UK, as set out by the Committee Independent Assessment of UK Climate Risk for the UK's third Climate Change Risk Assessment (CCRA3), published in June 2021. These include more frequent flooding and extreme weather events, causing damage and disruption to local infrastructure and services, the impact of increasing high temperatures on people's health and well-being, and an increase in the range and consequences of pests, pathogens and invasive species.

32.3 Climate change is already affecting our weather through warmer wetter winters, hotter drier summers and the frequency and severity of extreme weather events. This will increasingly have a significant impact on the cost of delivering Council services. The Council has, therefore, produced a climate change adaptation risk register approved by Cabinet in April 2024 to help manage these risks going forward.

## **33.0 Background Papers**

- Local Government Association 2024 Autumn Budget: LGA Briefing – 31 October 2024

- The Guardian online - Autumn statement 2023: key points at a glance by Alex Lawson, Anna Isaac and Richard Partington published Wed 22 Nov 2023
- BBC News Website
- Medium Term Financial Strategy Report 2024/25 to 2027/28 – Full Council 29 February 2024
- Municipal Journal, 20 October 2022, article by David Phillips “Fairness Failure”.
- Local Government White Paper June 2024
- ONS Mid Year Population Estimates 2023
- LG Futures Briefing Note – Provisional Local Government Finance Settlement 2025/26

## 34.0 Appendices

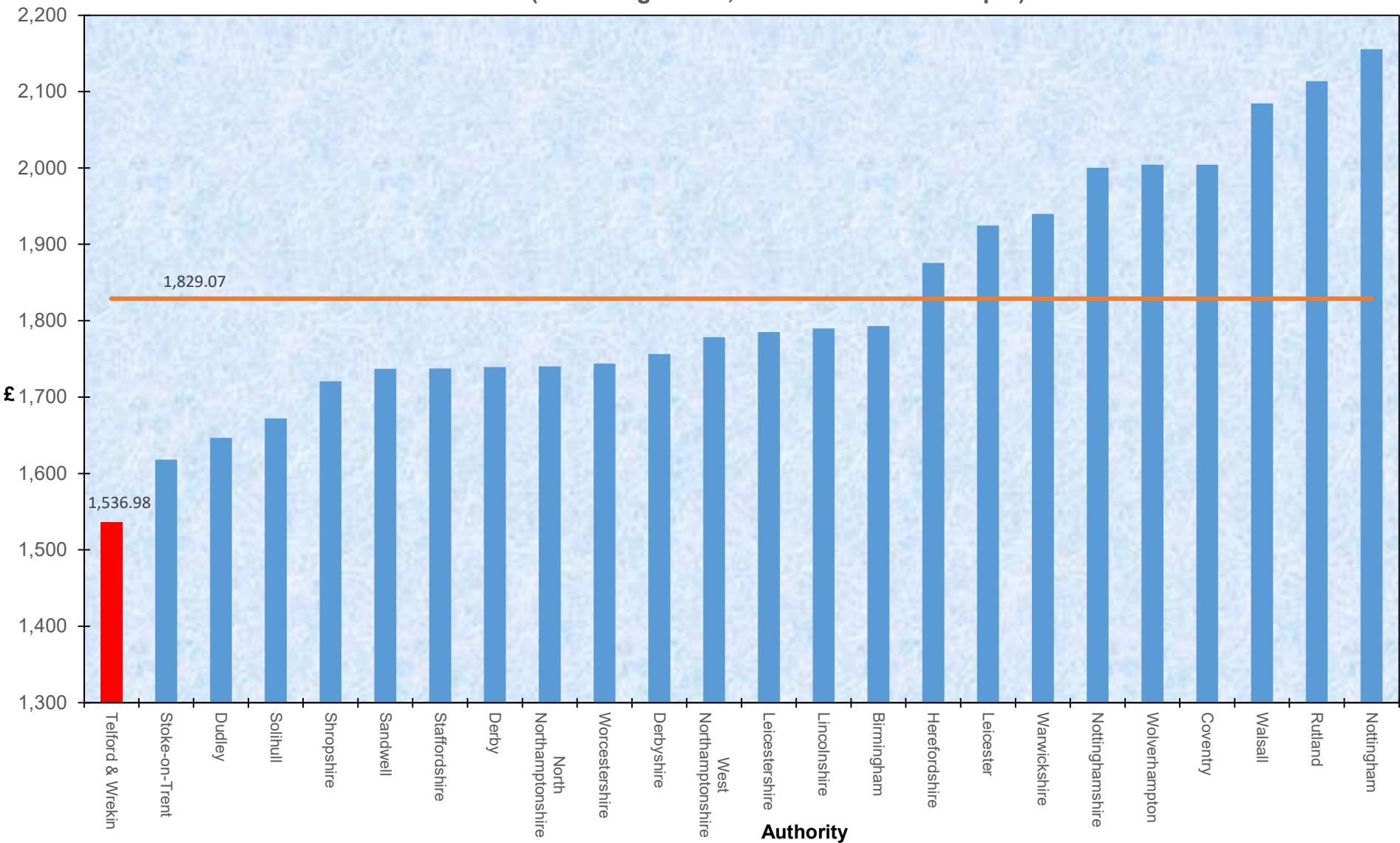
- 1 2024/25 Council Tax Comparison (at Band D) – Midlands Councils
- 2 2024/25 Council Tax Comparison (at Band D) – Unitary Councils
- 3 Savings Delivered to Date
- 4 2025/26 Service Strategies and Budget Information
- 5 Financing costs to net revenue stream 2024/25
- 6 Reserves and Balances
- 7 Infrastructure Funding Statement
- 8 Base Budget 2025/26
- 9 Analysis of Base Budget Movements
- 10 Savings List 2025/26
- 11 Children’s Safeguarding & Early Help Cost Improvement Plan
- 12 Adult Social Care Continuous Improvement Plan
- 13 Capital Investment Programme

## 35.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	26.11.24	26.11.24	RP

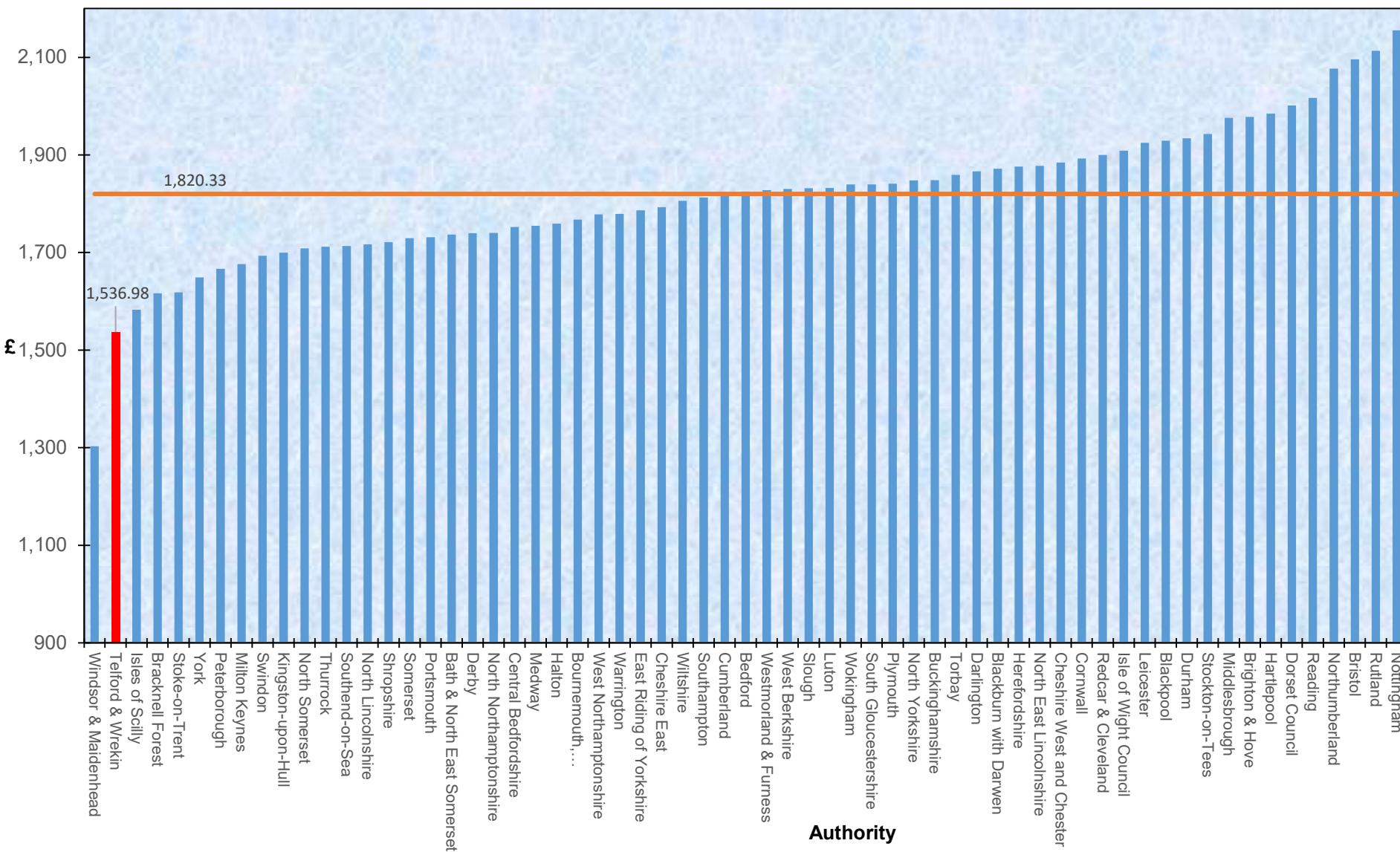
Midlands Authorities 2024/25 Band D Council Tax for equivalent unitary services  
(Excluding Police, Fire and Parish Precepts)

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## Unitary Authorities 2024/25 Band D Council Tax (Excluding Police, Fire and Parish precepts)



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## APPENDIX 3 - SAVINGS ALREADY DELIVERED

1. The Council has faced truly unprecedented cuts to its grants from central Government which have now forced us to make ongoing annual savings of £181.658m. The need for savings has increased each year due to Government grant cuts, inflation, increasing demand for social care services and other services and other pressures. Ongoing savings delivered by year are detailed below:-

	£m
2009/10	4.156
2010/11	6.725
2011/12	11.659
2012/13	19.069
2013/14	11.306
2014/15	17.204
2015/16	10.237 (Includes in-year cut to Public Health grant)
2016/17	15.743
2017/18	13.815
2018/19	7.568
2019/20	6.066
2020/21	2.860
2021/22	7.284
2022/23	7.221
2023/24	15.972
2024/25	24.773
	<b>181.658</b>

2. **This is equal to around £2,100 pa for every household in Telford and Wrekin.** In delivering these savings, we have applied the principle of 'as far as possible minimising the impact on priority front-line services. This principle remains at the core of our current strategy although it is now inevitable that we have to increasingly put some savings proposals forward that will have significant consequences on front line services. Savings delivered to date include:-
3. **Council Jobs –**
  - Significant reductions in headcount were necessary during the period of the Government's austerity programme austerity.
  - Since 2009 staff pay has been cut by over 21% in real terms (comparing average pay awards which have been greater at lower pay levels to reflect increases in the Government's minimum wage and inflation as measured by the Consumer Prices Index).

#### **4. Senior managers**

- Reduced the size of the senior management team by more than 50% from 28 posts, to 13.
- Cut the number of middle managers by almost 50%.

#### **5. Back office costs**

- Cut back-office costs by over 55% since 2009, saving £16.3m a year.
- This scale of reduction is significantly greater than what most authorities have achieved through outsourcing or sharing services and has been achieved much more quickly as protracted negotiations with other councils or third party providers have been avoided. Retaining full control of these services also allows maximum flexibility to drive further changes in future.

#### **6. Buying better value services**

- Delivered £17.3m procurement savings over the past 16 years by renegotiating and re-tendering contracts for the provision of services.
- Secured savings of £30m over the lifetime of the waste collection and disposal contract.

#### **7. Additional Income**

- We will receive just over £2m in 2024/25 from the New Homes Bonus paid by the Government to reward councils for increasing housing supply which is in line with figures issued as part of the local government finance settlement.
- Increased income from more commercial approaches across our services over recent years, including increasing income from schools outside of Telford & Wrekin.
- As outlined earlier in this report, a strand of our approach to dealing with the Government's cuts to our Revenue Support Grant has been to increase income including through schemes that deliver wider benefits to the Borough such as regeneration of brown field sites, attracting new and retaining existing jobs. This additional income, after covering associated marginal costs makes a contribution to our fixed costs and has reduced the cuts to front line services that we would otherwise have to make.
- Income streams include the overall positive impact to the Council from our investment in high quality homes for private and affordable rent through our wholly owned company, NuPlace, which is projected at £1.9m in 2024/25 after covering all additional costs. NuPlace Ltd profit before tax was £0.430m in 2023/24 and is forecast at similar levels in 2024/25.
- The profit from the solar farm which will exceed £0.7m and the net additional income from the Property Investment Portfolio which is being boosted by

benefits being delivered from the Telford Growth Fund is projected to exceed £9.4m in 2024/25.

- Our success in delivering high quality support and advisory services to schools – whether they be maintained schools or Academies and whether located within the Borough – or increasingly, outside the Borough is also making a contribution.

#### **8. Council buildings**

- Disposed of 29 properties including the former Civic Offices building, Wellington Civic and Addenbrooke House.
- With staff adapting to home working, a new hybrid mix of office and home working has been implemented which has enabled further reductions in accommodation budgets.
- We have reduced the office space we use by more than fifty percent, saving the Council £2.35m. p.a.

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# Welcome to Adult Social Care - Our Service Strategy

Welcome to our Service Strategy, which shows how Adult Social Care (ASC) will contribute to the delivery of the Council's four year programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual plans.

## About us

Working with people and partners, Adult Social Care supports:

- people over the age of 18 to remain in their own home and as independent and safe as possible;
- carers to continue in their caring roles with advice, information and support;
- people with a range of needs including physical disabilities, sight or hearing problems, learning disabilities or mental health illnesses;
- young people transitioning from Children's Services (CYP) into adulthood.

We strive to deliver a person-centred, integrated and collaborative service for Telford and Wrekin residents with care and support needs. Using a community asset and strengths-based approach, we work with people and those important to them to support people to live a fulfilling life, where they are able to realise their potential and contribute to their local community.

## Service vision and priorities

Working together with people, key partners and communities to enable people to live well and independently in Telford and Wrekin.

Our priorities are to:

1. Provide early information and advice to enable people to help themselves.
2. Enable people to live independently in their own homes for longer.
3. Support people with care and support needs to live a life free from abuse.
4. Work in partnership with people, communities and partners.
5. Work with care providers to develop a quality sustainable care market.



### Meet the team:

#### Sara Podmore, My Options

Providing Activity, Wellbeing and Care services for children, young people, and adults across numerous sites in Telford and Wrekin, My Options offers CQC registered services, including Supported Living schemes, 24/7 care in people's homes, and the council's shared lives scheme. Additionally, it provides Ofsted registered services, such as supported accommodation and lodgings, along with various day opportunity services. Sara is also the ASC Workforce Development lead.



**Clare Hall-Salter**, Assurance, Transformation and Financial Management  
The service is responsible for Care Quality Commission Assurance, Policies and Strategies, Transformation and Improvement programmes, as well as Performance Management and Quality Assurance. A key focus is leading the development of the integration of health and care at Place through the Telford & Wrekin Integrated Place Partnership. The service oversees Financial Services including Financial Assessment and Case Management, Direct Payments, and Appointeeship and Deputyship,



**Fliss Mercer**  
Interim Executive Director:  
Adult Social Care, Housing  
and Customer Services



**Michael Bennett**, Admission Avoidance,  
Hospital and Discharge and Better Care  
Fund  
The service supports people to avoid admission through the Rapid Response Team and facilitates early discharge planning for those with additional care needs via Intermediate Care or Enablement. It manages cases during Intermediate Care/Enablement through the Telford Integrated Community Assessment Team (TICAT) and supports system-wide urgent care planning and discharge actions. Additionally, Michael is the lead for Winter Planning, Continuing Health Care (CHC), and the Better Care Fund.



along with Provider Payments service. It provides accessible information and advice about Adult Social Care to our residents. Furthermore, we manage and develop our electronic case recording and financial case management systems, including the training of all users. The service also handles business administration and support.

**Michael Bennett**, Admission Avoidance,  
Hospital and Discharge and Better Care  
Fund

The service supports people to avoid admission through the Rapid Response Team and facilitates early discharge planning for those with additional care needs via Intermediate Care or Enablement. It manages cases during Intermediate Care/Enablement through the Telford Integrated Community Assessment Team (TICAT) and supports system-wide urgent care planning and discharge actions. Additionally, Michael is the lead for Winter Planning, Continuing Health Care (CHC), and the Better Care Fund.

**Emma Clutton**, Prevention, Independence,  
Older People, Disability, Family Connect and  
Direct Payments

The service provides adult social care support under the Care Act 2014, Mental Capacity Act, Mental Health Act, and Human Rights Act. It delivers statutory social work requirements, including assessment, support planning, and timely reviews, while promoting independence. The service includes prevention and enablement elements, such as Occupational Therapy, Sensory Services, Assistive Technologies, Independent Living Centre and Community Hubs. Additionally, the service includes Adult Family Connect, a specialist Safeguarding Service (to discharge the Council's statutory responsibilities under the Care Act), and Emma serves as the Safeguarding Operational Lead for the Telford and Wrekin Safeguarding Adults Board.



**Amanda Benton**, Autism, Learning  
Disability and Mental Health Community  
Social Work

The service provides adult care support under the Care Act 2014, Mental Capacity Act (MCA), Mental Health Act, and Human Rights Act. It offers specialist mental health social work services, it delivers statutory social work requirements, including assessment, support planning, and timely reviews, while promoting independence for adults with a learning disability and autistic adults. Additionally, the service supports young people transitioning to adulthood, assesses and supports under MCA DoLS, leads on All-Age Carers support and engages in LeDeR multi-agency activities.



**Stacey Norwood**, Place Based  
Commissioning, Procurement and Provider  
Quality Monitoring  
The service focuses on Procurement for Adult Social Care (ASC) and Children and Young People (CYP) providing procurement specialist knowledge, advice guidance and market oversight to contribute to best value for the whole Council. Provider Quality, encompassing Adult Social Care (ASC) and Children and Young People (CYP) supporting care providers to evidence standards and support continued improvements. Integrated Care System (ICS) Place Based Joint Commissioning, supporting a strategic approach of planning and delivering services in a joined-up way.



**Catherine Holden**, Principal Social Worker  
Catherine leads social work practice across Adult Social Care, maintaining links with external partners to support the Council's vision for Adult Social Care. Catherine is the operational lead for Care Quality Commission Assurance, leads on assuring quality within practice and embedding the Quality Assurance Framework across ASC. Catherine is also the lead in Co-production and with the Co-Production Team ensures that the voices of residents are heard, they have the opportunity to drive improvement and share the future of ASC. Catherine ensures that learning is prioritised and meets the needs of our workforce, supporting innovative learning, as well as embedding learning from statutory reports, investigations and outcomes.



**Charlotte Wake**, Principal Occupational Therapist  
As the strategic lead for Occupational Therapy (OT) professional practice, Charlotte facilitates learning, reflection, and developmental opportunities. Charlotte provides leadership over OT services and is a member of the West Midlands ADASS Principal OT group. The OT service supports people to live at home safely and as independently as possible, with a variety of therapeutic, equipment and adaptation solutions. This includes equipment provision and review, and recommendations to adapt a property either through Minor Works or by utilising the Disabled Facilities Grant, to improve access in and around the person's home so people can engage in daily living activities.

**Every child, young person  
and adult lives well in their  
community**



**Our aim – provide early  
information and advice to enable  
people to help themselves**

**Our key performance measures  
– we will have an impact by:**

% of people who use services  
who find it easy to find information  
about services (ASCOF and Oflog)

% of carers who find it easy to find  
information about services (ASCOF and  
Oflog)

Requests resulting in a service  
(Oflog)

**Our aim – enable people to  
live independently in their own  
homes for longer**

**Our key performance measures  
– we will have an impact by:**

Carer-reported quality of life  
(ASCOF/Oflog)

Adjusted Social care related quality  
of life - impact of Adult Social Care  
services – (ASCOF/Oflog)

% of older people (65 and over)  
who were still at home 91 days  
after discharge from hospital into  
reablement/rehabilitation services  
(ASCOF)

Outcome of short term services to  
maximise independence

% of adults with learning  
disabilities who live in their own  
home or with their family (ASCOF)

% of adults with learning  
disabilities in paid employment  
(ASCOF)

% of people using social care who  
receive Direct Payments (ASCOF)

**Our aim – support people with  
care and support needs to live a  
life free from abuse**

**Our key performance measures  
– we will have an impact by:**

% of people who use services who  
feel safe (ASCOF)

% of people who use services who  
say that those services have made  
them feel safe and secure (ASCOF)

% of section 42 enquiries  
undertaken where risk is removed/  
reduced at closure

Number of completed DoLs  
applications

**Our aim – work in partnerships  
with people, communities and  
partners**

**Our key performance measures  
– we will have an impact by:**

Long-term support needs met  
by admission to residential and  
nursing care homes, per 100,000  
population (aged 18 to 64)  
(ASCOF)

Long-term support needs met  
by admission to residential and  
nursing care homes, per 100,000  
population (aged 18 to 64)  
(ASCOF)

Overall satisfaction of people who  
use services with their care and  
support (ASCOF)

% of people who are discharged to  
normal place of residence (BCF)

Avoidable admission (BCF)

% complex discharges on  
pathways 1, 2 and 3 (BCF)

**Our aim – work with the care  
providers to develop a quality  
sustainable care market**

**Our key performance measures  
– we will have an impact by:**

% ASC Workforce turnover rate (all  
sectors)

% vacancy rate in direct care care  
roles in ASC

% of care homes rated good or  
outstanding by CQC

Unit costs of homecare and long-  
term residential care

# OUR ACHIEVEMENTS



**My Options Shared Lives**  
(Adult Placement) service has been  
rated as **Outstanding** by CQC,  
all other My Options services  
rated Good



**Leading**  
the integration of health and social  
care through the  
**Telford & Wrekin Integrated  
Place Partnership**



**Co-production  
Framework**

working in partnership with people  
who use Adult Social Care



**Digital excellence**  
91% of care providers  
have implemented digital  
social care planning solutions  
with our support



**Adult Social Care**  
rated as  
**Good**  
by CQC



The number of people who  
reported adult social care  
**impacted positively**  
on their life is in the  
**top 10%**  
nationally

## SERVICE RISKS

1. **Failure to discharge duty of care** for a vulnerable adult (including death or serious harm of a vulnerable adult).
2. Inability to deliver statutory duties and any joint funded arrangements, **due to financial constraints**.
3. **Inability to recruit and retain the social care workforce** (both within ASC and the care market) to deliver our statutory duties.

The table below shows the revenue budget for 2024/25 for the Adult Social Care directorate.

### EXPENDITURE £'000

Capital financing	31
Employees	19,952
Premises	51
Supplies and services	4,783
Support services	3,535
Third party payments	80,926
Transfer payments	6,518
Transport	187
<b>Total EXPENDITURE</b>	<b>115,985</b>

### INCOME £'000

Interest receipts	-
Fees and charges	50
Government grants	13,709
Other grants, reimbursements and contributions	18,500
Recharges to other services	1,244
Rents	409
Sales	13,892
<b>Total INCOME</b>	<b>47,804</b>
<b>NET EXPENDITURE</b>	<b>68,180</b>

# Welcome to Children's Safeguarding and Family Support Services - Our Service Strategy

Welcome to our Service Strategy, which shows how Children's Safeguarding and Family Support Services will contribute to the delivery of the Council's four year programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us

Children's Safeguarding and Family Support Services work with children and their families with the aim of improving outcomes and supporting them to live safely together. Where this is not possible, we act as ambitious corporate parents, ensuring that our children feel cared for and cared about and are supported through to adulthood.

## Our aims as a service

**Right to Grow Up in Birth Family:** Every child has the right to grow up in their birth family, where it is safe and in their best interests. This principle is grounded in Article 8 of the Human Rights Act 1998, which ensures the right to a Private Family Life.

**Promoting Relationships:** When it is not possible for a child to reside within their family or relational network, we promote maintaining relationships through direct or indirect family time, where it is safe to do so.

**Supporting Parents:** Our primary focus is on supporting parents to make it possible for children to stay with their birth families. This includes aiding the capacity of birth parents to make necessary changes to their parenting with the help of professional support and their extended network of family and friends.

**Involving Extended Networks:** We seek to involve extended networks at the earliest stage to identify support for parents, determine who could care for the child in a crisis, and ensure that children maintain meaningful links with important people.

## Meet the team:

### Louise Spragg, Principal Social Worker



The Principal Social Worker is the strategic lead for practice development across children's services in line with local and national best practice. The Principal Social Worker has a lead role in the implementation of the Social Care reforms and provides a key link between practitioners and the senior leadership team.

The Principal Social Worker oversees the workforce development team who are responsible for providing students with a positive learning experience and the delivery of the ASYE programme.

The Principal Social Worker also oversees the Systemic Team who provide consultations for practitioners across children's social care in respect of relational approaches when working alongside families. The Systemic Clinical Lead within the service also provides family therapy to families where there is a clinical need. Our life story practitioners also sit within this. These teams support the delivery of training and practice development.



### Paul Grocott, Family Safeguarding, Family Assessment, Family Time, Children's Commissioning and Brokerage

- Support children and young people experiencing significant impairment and harm through a range of interventions offered to families by Social Workers and multi-disciplinary adult practitioners.
- Manage public and private law work.
- Undertake specialist assessments of parental ability to look after their children safely where safeguarding concerns arise.
- Support children in care to spend time with families and maintain relationships.
- Facilitate connectivity between external providers and operational teams providing best outcomes for C&YP and value for money.
- Ensure commissioning arrangements unlock sufficiency and quality for C&YP whatever their level of need.



### Marie Hatton, Children in Care, Leaving Care and Children with Disabilities

- Support is provided for children and young people who are in long-term care, moving to permanence, or returning to family or friends' care.
- A local offer is available for care leavers between the ages of 18 and 25.
- The service works with children who are the subject of Child Protection plans, children in need, care proceedings, or those who need longer social work input to support them living with their families.
- The Children with Disabilities Service provides specialist services and interventions for children with disabilities or complex needs.
- Social Work Assistants support families following assessments where needs have been identified, working with families to develop support plans.
- Children's Occupational Therapists undertake assessments in the home where there may be a requirement for specialist equipment, furniture, or adaptations to the physical layout of the home.



**Jo Britton**  
Executive Director:  
Children Services and  
Public Health



**Darren Knibbs**  
Director:  
Children's Safeguarding  
and Family Support

**Kelly Burgess**, Fostering, Adoption and Permanence:  

- The **Recruitment and Family Finding team** focuses on recruiting foster carers to meet various needs for children and young people in need of foster families. They also support children transitioning from residential provision to family-based care.
- The **Support and Supervision (Mainstream) team** leads the supervision and support for mainstream foster carers, foster to adopt carers, and shared care carers.
- The **Kinship Assessment team** conducts fostering and Special Guardianship Order (SGO) assessments with people known to the child, supporting the kinship strategy.
- The **Kinship Support and Supervision team** supports kinship foster carers and Special Guardians post-order. This team also oversees Private Fostering arrangements and Staying Put arrangements.
- The service maintains direct links to the Regional Adoption Agency, Together4Children.

**Mark Tustin**, Safeguarding & Independent Review Service  
The Safeguarding & Independent Review service is a service with a Team Manager who oversees the Child Protection Conference Chairs, Independent Reviewing Officers, and the Local Authority Designated Officer (LADO). The service leads on:

- The delivery of Child Protection Conferences.
- Child in Care Reviews.
- The management of the LADO and Position of Trust processes.
- Advocacy for children and young people in care, those on child protection plans, and care-experienced young people.
- The service ensures that all services and plans delivered to children are child-focused and of good quality.
- Additionally, the service is responsible for Quality Assurance, Complaints, and Performance.



**Emma Martin**, Family Connect, Emergency Duty Team, Strengthening Families and Family Solutions  

- Family Connect serves as a single point of contact for both adult and children services, offering advice and guidance. It also houses the Multi-Agency Safeguarding Hub for Telford (MASH).
- The Emergency Duty Team provides out-of-hours crisis intervention for safeguarding, mental health, and crisis support for adults, children, and families.
- Strengthening Families are locality-based Family Hubs Teams that offer a variety of Early Help family support interventions, including home visiting, group work, and virtual support.
- Family Solutions is an Edge of Care service aimed at reducing the need for a child to be accommodated by the Local Authority. It supports young people to remain with their family and includes the Family Group Conferencing function.



**Debra Thomas**, Duty and Assessment and CATE  
This area of service has a Group Manager who supports the entire service area, along with four team leaders, three Child Protection and Family Support Duty and Assessment Teams, and a Specialist Team that supports young people in respect of exploitation and missing.

The Duty & Assessment teams receive referrals from Family Connect and assess the needs of the family and the young people within the home. They complete comprehensive Child and Family assessments, as well as Section 47 Child Protection enquiries.

The CATE Team specializes in services for children and young people who are affected by child exploitation and harm outside of the home, and for children and young people who go missing.



**Laura Moore**, Service Improvement and Efficiency  
This area of the service brings together a range of functions to support and enhance all areas of Children's Safeguarding and Family Support:

- Children's Strategic Improvement and Transformation Work programmes.
- Children's Project Team who develop, implement and manage high priority projects to ensure the delivery of improved service outcomes, value for money and financial savings.
- Business Support Service across Children's Services.
- Payment of providers and management of associated teams.
- Business ICT Systems, Support and Data Quality
- Digital Transformation of Children's Services including Web Resources and Development.
- Volunteer Services.
- Internal and external communications for Children's Services.
- Employee Voice Panel.
- Apprentice Participation Team.

**Every child, young person  
and adult lives well in their  
community**



**Our aim – children will be helped to live  
in safe, supportive and loving families  
wherever it is safe to do so**

**Our key performance measures – we  
will assess the impact we're having by:**

Rate of new entrants to care

Rate of children in care

Reunification of children in care without a  
return to care within one year

Percentage of children who cease being  
looked after due to moving into Special  
Guardianship Order (SGO), or Care  
Arrangement Order (CAO)

Average number of placement changes  
children have

Distance of placements from home

Percentage of children living in foster,  
residential care, or secure children's homes

Average time between placement order and  
match for those children who are adopted

Number of adoption early permanence  
placements

Percentage of care leavers in unsuitable  
accommodation

**Our aim – we will do everything we can  
to protect you from harm, to keep you  
safe and help you feel happy and secure.**

**Our key performance measures – we  
will assess the impact we're having by:**

Rate of children in need

Repeat referrals (within 12 months)

Percentage of no further action (NFA) at  
assessment against the percentage of NFA  
that progressed to assessment within 6-12  
months

Percentage of Child Protection Plans  
(CPP) longer than 2 years, and repeat CPP  
(within 12 months)

Strengths and difficulties questionnaire  
(SDQ score)

Hospital admissions or A&E visits caused  
by unintentional and deliberate injuries to  
children and young people

Rates of self-harm

Missing children (all children)

**Our aim – we will help you stay in touch  
safely with people that are important  
to you.**

**Our key performance measures – we  
will assess the impact we're having by:**

Number of Family Group Conferences

Number of Family Conversations

**Our aim – we will listen to you and  
include you as much as we can when  
we make plans and decisions that affect  
your life**

**Our key performance measures – we  
will assess the impact we're having by:**

Percentage of children open to  
services taking part in participation and  
engagement activities

Number of feedback postcards completed  
by children and young people that we are  
working with

% of looked after children with life story work

% of Children attending their child in care  
review

**Our aim – we will make sure our support  
is helpful for each individual person,  
and easy for everyone to use. We will  
stand up for young people if their voices  
are not being heard**

**Our key performance measures – we  
will assess the impact we're having by:**

Children and young people accessing  
independent advocacy

Social work caseloads

Social Worker changes

Ethnic diversity of workforce, and levels of  
seniority

% of agency staff in post

**Everyone benefits from a  
thriving economy**



**Our aim – young people will be  
supported into adulthood, to develop life  
skills, and be ready for work**

**Our key performance measures – we  
will assess the impact we're having by:**

% of care leavers in receipt of leaving care  
services

% of care leavers in suitable  
accommodation

% of care leavers in education,  
employment or training

% of care leavers who remain 'in touch'

**A community-focussed,  
innovative council providing  
efficient, effective and quality  
services**



**Our aim – a committed workforce with  
a shared ambition, to make life better  
for children and young people will be  
sustained**

**Our key performance measures – we  
will assess the impact we're having by:**

% of experienced social workers in post

% social worker turnover

% social worker vacancy rates

% of agency staff in post

# OUR ACHIEVEMENTS



**Recognition and feedback:**

retaining

**Ofsted Outstanding grading**

including for achieving outstanding  
rating for the new area of  
judgement, the experience and  
progress of care leavers



We produced our

**Language Guide**

which is partner-wide to ensure we  
have moved away from deficit-based  
language within our recording to  
frame children, young people and  
their family's strengths and challenges



**Embedding of Family First**

our permanence strategy, the underlying  
principle of which is that every child has  
the right to grow up in their birth family,  
where it is safe for them to do so, and in  
their best interests



**Launch of Participation and  
Engagement Strategy**

to inform how we work alongside children,  
young people and parents to promote  
their voice and influence on an individual  
level and as a collective commitment to  
incorporating their voice and influence in  
strategic service delivery and practice



We have the  
**lowest staff turnover,  
vacancy rates and use  
of agency**  
in the region

**Further roll out of  
Family Hubs**

including our new digital offer

## SERVICE RISKS

1. Recruitment and retention of social workers, and particularly experienced social workers.
2. There has been a continued and significant rise in demand for services and complexity of issues presented by children and their families throughout the child's journey.
3. Lack of suitable placements for children and market competition driving costs up.

The table below shows the revenue budget for 2024/25 for the Children's Safeguarding and Family Support directorate.

**EXPENDITURE £'000**

Capital financing	292
Employees	19,367
Premises	134
Supplies and services	13,726
Support services	3,177
Third party payments	23,442
Transfer payments	2,109
Transport	438
<b>Total EXPENDITURE</b>	<b>62,685</b>

**INCOME £'000**

Interest receipts	-
Fees and charges	31
Government grants	1,876
Other grants, reimbursements and contributions	7,397
Recharges to other services	3,424
Rents	38
Sales	497
<b>Total INCOME</b>	<b>13,263</b>
<b>NET EXPENDITURE</b>	<b>49,422</b>

# Welcome to Education and Skills - Our Service Strategy

Welcome to our Service Strategy, which shows how Education & Skills will contribute to the delivery of the Council's four year programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

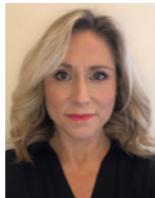
## About us:

The Education and Skills team is the key service link to schools, settings, colleges and training providers. Our purpose is to promote high aspirations for Children and Young People, including those in the care of the local authority and those with Special Educational Needs and Disabilities, from early years through to adulthood. As a local authority, we have a responsibility for all our children in all schools and academies across the borough and we are committed to working in partnership with them to provide the highest standards of education for children and young people. We also work with stakeholders such as colleges, training providers and employers offering education and training opportunities so that young people can progress well and secure successful outcomes.



### Meet the team:

**Adam Womack**, Access and Sufficiency  
The service forecasts and monitors demand for school places to ensure every child can access a school place. School Organisation ensures stakeholders are consulted on significant changes to education infrastructure. Overseeing the Education Capital Programme; creating additional provision via school expansions and new schools. School Admissions are responsible for coordinating all admission and appeals processes, including those starting primary, junior and secondary schools; and in-year admissions. Travel assistance is provided to eligible children, working closely with Transport Commissioning.



### Rebecca Carey, Achievement and Enrichment

This service area is responsible for ensuring that every child in the borough can access good quality education and childcare. It oversees school performance in maintained schools, carries out statutory monitoring and provides clerking services, advice, guidance and training to school governors. It oversees Education Safeguarding in schools and colleges ensuring that all children and young people learn in an environment that is safe. It provides strategic delivery of early years and childcare including wrap around care. It monitors home education and supports school attendance. Multicultural services support EAL pupils and the music service provides a quality music provision.



**Jo Britton**  
Executive Director:  
Children Services and  
Public Health



**Andy Cooke**, Alternative Provision and Outdoor Education  
The team supports schools, young people, and their families by providing additional help to ensure successful engagement in learning. They offer and commission high-quality alternative provisions and interventions for those who cannot attend full-time mainstream education, aiding their transition back to mainstream. They map and quality assure unregistered alternative provisions across the borough. The team also helps schools build capacity and skills to manage behaviour effectively. We also provide access to outdoor learning opportunities for children through Arthog Outdoor Education Programmes in Wales and Telford.he Happy, Healthy, Active Holiday programme.



**Michelle Salter**, Children In Our Care, Virtual School

The Virtual School Team are highly experienced educationalists from a variety of backgrounds within education. Our role is to promote the education of young people (in care, previously in care, in Kinship Care and with a social worker) in order that they gain the highest aspirations, best possible educational experience and to ensure that the local authority's statutory duties are discharged effectively. This is achieved through providing support to the schools and colleges that our young people attend and specific events for our young people to encourage them to make the most of their education.



**Tara Foran and Richard Probert**, Skills  
Skills provides a range of services to help residents of all ages to upskill and progress through education, training and employment opportunities. Key focus is helping adults and young people to overcome barriers to learning and work, through a variety of approaches, from intensive case loaded support (Future Focus, Job Box) to drop-in services, triage and Information, Advice and Guidance (Job Box, Nation Careers Service, Future Focus). Adult learning courses engages and progresses those most distant from learning (Learn Telford) and supporting schools to manage work experience placements (Education Business Links) enables young people to plan for their future.



### Laura Goodfellow, SEND

The Special Educational Needs and Disability (SEND) and Personalisation 0-25 service area coordinates the local authority's statutory obligations under the Children and Family Act, 2014, and the SEND Code of Practice 2015. It includes Educational Psychology, Learning Support Advisory Teachers, Sensory Inclusion and Portage services. Key activities involve early intervention, capacity building, inclusion and working with mainstream settings to support complex needs. The service co-produces plans with stakeholders, conducts Education, Health, and Care assessments for ages 0-25, monitors annual reviews, manages the high need budget, and provides additional funding and specialist provision as needed. More details are available at [www.telfordsend.org.uk](http://www.telfordsend.org.uk).

**Every child, young person and adult lives well in their community**



**Our aim – all learners of all ages across the borough can access a quality education offer**

**Our key performance measures – we will assess the impact we're having by:**

% of good or outstanding schools  
% of children in good or outstanding early year's settings  
% of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2  
Pupil progress in reading, writing and maths reported

Average Attainment 8 Score at Key Stage 4

Average Progress 8

% of children achieving a Good Level of Development (GLD)

% of children reaching the expected standard in Phonics

% of school attendance rate

Performance of our disadvantaged children against their peers

% of school attendance

**Our aim – every person across the borough is made aware of and has access to opportunities to engage in stimulating activity which improves their sense of wellbeing**

**Our key performance measures – we will assess the impact we're having by:**

Number of attendees at community events

Number of school admission applications responded to within 20 days

**Our aim – our children and young people are prepared for independent, successful adulthood**

**Our key performance measures – we will assess the impact we're having by:**

Destination data at Key stage 4 and Key stage 5

Post 16 attainment

Rate of entry to higher education - (including specific data disadvantaged CYP & SEND?)

Take up of apprenticeships age 16/17

Youth Unemployment Annual population survey

Reduction in NEETs and Not Known

Job Box services outcomes:  
Employment  
Education and training  
Voluntary work  
Work placements

**Our aim – all residents receive the education and training to give them the skills to secure and maintain employment**

**Our key performance measures – we will assess the impact we're having by:**

Employment rate for all ages  
Achievement % of adults who started and completed a programme of learning though Learn Telford

**Our aim – every learner is safe and feels that they belong in their setting**

**Our key performance measures – we will assess the impact we're having by:**

% of providers and schools meeting safeguarding requirements at inspection  
% of statutory school aged children who electively home educated which is deemed unsuitable

Rate of suspensions:

- Primary
- Secondary
- Special

Overall% of pupils receiving a permanent exclusion

**Our aim – education and childcare places are sufficient, fulfil statutory responsibilities and meets the needs of children and parents**

**Our key performance measures – we will assess the impact we're having by:**

Number of school admission applications responded to within 20 days

% of eligible parents accessing the free 30 hour childcare offer

% of BAME families accessing the free 30 hour childcare offer

Availability of information sources in languages other than English Accessibility of information – for hearing impaired / visually impaired parents/carers

% of disadvantaged 2 year olds (low income families) who access free Early Years childcare entitlement

% of new educational provision compliant with regulatory Standards

**Our aim – partners work together to deliver aspirations for children and young people**

**Our key performance measures – we will assess the impact we're having by:**

% of EHCP Plans completed within 20 weeks (including exceptions)

# OUR ACHIEVEMENTS



## Over 1,475 additional school places

created over the last five years



## Timely completion of Education, Health and Care Plans (EHCPs)

for children with SEND



97% children starting primary school and 94% of children moving to secondary school were offered one of their top three preferences



## Everyone benefits from a thriving economy



**Our aim – the workforce is skilled and develops a professional curiosity to adapt to changing service need**

**Our key performance measures – we will assess the impact we're having by:**

% of staff completing relevant professional training (annual)

% of staff trained in Equality and Diversity to ensure that we are inclusive of and effectively meeting the needs of the individual needs of children and families within the borough

Availability of alternative delivery methods to support continued professional development i.e. virtual courses, briefings, networking

Implementation of more efficient interfaces using digital means i.e. system development enabling better data sharing



## Refreshed child focused Corporate Parenting Strategy



## Sustained reduction in NEETS

(16-18 years olds not in employment, education or training)

# SERVICE RISKS

1 **Insufficient capacity and funding/investment to deliver services and income.**

2 **Further academisation of schools resulting in loss of business.**

3 **Adapting to the challenges of legislative change** and ensuring appropriate resourcing whilst mitigating any potential loss of income.

The table below shows the revenue budget for 2024/25 for the Education and Skills directorate.

### EXPENDITURE £'000

Capital financing	6,411
Employees	14,057
Premises	316
Supplies and services	6,408
Support services	3,390
Third party payments	129,882
Transfer payments	1,234
Transport	2,558
<b>Total EXPENDITURE</b>	<b>164,256</b>

### INCOME £'000

Interest receipts	-
Fees and charges	238
Government grants	142,757
Other grants, reimbursements and contributions	2,282
Recharges to other services	972
Rents	-
Sales	5,211
<b>Total INCOME</b>	<b>151,460</b>
<b>NET EXPENDITURE</b>	<b>12,796</b>

## Welcome to Finance, People and IDT - Our Service Strategy

Welcome to our Service Strategy, which shows how Finance, People and IDT will contribute to the delivery of the Council's vision to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.



**David Sidaway**  
Chief Executive



**Michelle Brockway**  
Director: Finance,  
People & IDT

### About us:

Finance, People and IDT is dedicated to working with and supporting Council colleagues, schools and partners to improve outcomes for the community, as well as collecting council tax and business rates from every household and business in the borough delivering a high quality customer service. It collects income and pays invoices, which are critical to the Council's reputation with residents and businesses. Ensuring that the organisation receives accurate, timely, creative and constructive support and advice is even more critical as resources continue to reduce and services are exploring new and innovative ways to deliver savings. The teams work in accordance with legislation, relevant regulations, professional standards and our Cooperative values. The Finance, People and IDT director is the Council's Section 151 Officer.



### Meet the team:

**Hannah Preece**, Human Resources & Organisational Development  
We advise internal managers on HR and OD matters, in addition to supporting external organisations including schools and parish/town councils on a commercial basis.

We aim to empower managers through the provision of professional, solution-focused policies, advice and training, enabling them to take a consistent and effective approach to people management.

We lead on OD activities including training, work based learning, employee engagement, employee benefits, workforce planning and our wellbeing offer. We aim to be an employer of choice by enhancing our employees' experience.

We manage contracts for the Council's agency worker provision, recruitment portal and Occupational health service.



**Sophie Lane**, Revenues, Payments and Payroll Service  
The Service bills and collects income for the council, ensuring efficient revenue management and maximisation of income. Our team provides modern, cost-effective printing and postage solutions for the authority. We are committed to delivering timely and accurate payments to employees and suppliers, as well as maintaining employment contracts. Additionally, we strive to retain existing external business while actively seeking new opportunities. Our goal is to provide reliable and efficient services that meet the needs of our customers, clients and other stakeholders.



**Kirsty King**, IDT (Information and Digital Technology)  
We provide comprehensive IDT support and services to Telford & Wrekin Council, schools, Town & Parish Councils and the voluntary sector. Our team is dedicated to developing and enhancing digital services, ensuring that our clients have access to the

latest technology and support. We also lead the delivery of the Council's Digital Strategy, focusing on innovation and efficiency to improve overall service delivery. By leveraging our expertise and resources, we aim to create a seamless digital experience for all stakeholders, fostering growth and development within the community.



Photo to be supplied

**Pauline Harris/Ed Rushton**, Corporate and Capital Finance  
Our ethos is one of Strong Financial Management and we provide robust financial advice, guidance and support to the Council as a whole, individual Directorates, Nuplace Ltd and external customers to achieve this.

The financial service we deliver includes: preparation of budgets and financial forecasts; income and expenditure monitoring; business case appraisal; year-end management accounts and Statutory Statement of Accounts, completion of grant bids, funding claims and other statutory returns.

We also provide key services critical to the successful operation of the Council as a business: corporate income management; taxation; treasury management, including Council borrowing and investments; and support and development of the corporate financial IT systems.



**Tim Davis**, Education Care Finance Housing, Communities and Prosperity Finance  
We provide a complete financial service, to a range of key council services and external customers which includes financial advice and guidance, income and expenditure monitoring, final accounts, budgeting and forecasting and cost modelling. We ensure that all statutory requirements are met including completion of Government returns. The team also supports trading activities, grant bids, specific projects and cost improvement plans.

## A community focussed, innovative council providing efficient, effective and quality services



**Our aim – high quality, customer focussed and valued services will be delivered within budget**

**Our key performance measures – we will assess the impact we're having by:**

Customer satisfaction and retention of business from external customers

Meeting internal and external deadlines

Making correct payments on time

**Our aim – a sustainable Medium term financial strategy and medium term budget model will be developed and delivered**

**Our key performance measures – we will assess the impact we're having by:**

Completion of tax base setting (31 Jan)

Set a balanced budget and Council Tax in accordance with statutory requirements

Provision of regular financial monitoring reports to Cabinet

**Our aim – opportunities for external income will be maximised**

**Our key performance measures – we will assess the impact we're having by:**

Achieve target for external income generation

**Our aim – monies owed to the Council will be collected**

**Our key performance measures – we will assess the impact we're having by:**

% of council tax collected

% of business rates collected

% of sales ledger collected

% of housing benefits overpayments collected

Complete and return monthly VAT claim

**Our aim – the organisation will be people-centric**

**Our key performance measures – we will assess the impact we're having by:**

Managing sickness absence

% of APPD discussions completed

% of employees who have completed their essential learning

% of new starter inductions completed within corporate timescales

Number of management development courses completed per year

Number of employees accessing coaches

Number of coaching hours completed per year

% of exit interviews completed per year

Number of apprenticeships provided by the Council and schools per year

Number of higher level apprenticeships completed by the Council and schools per year

Number of work experience placements completed per year

**Our aim – systems and processes that are used in service delivery will be developed and optimised**

**Our key performance measures – we will assess the impact we're having by:**

Number of self service options in ResourceLink

Minimise system downtime

Investigate and implement AI and automation where possible, streamlining processes and making it easier for the customer to interact with the service.

**Our aim – good governance and statutory obligations will be met**

**Our key performance measures – we will assess the impact we're having by:**

Completion of statement of accounts for the Council and Nuplace

Avoidance of penalties for late submissions and statutory returns

Financial comment on all Cabinet reports

**Our aim – technical analysis and advice in relation to central government and local policy changes will be provided**

**Our key performance measures – we will assess the impact we're having by:**

Achieve balanced budget

**Our aim – teams will be effective and efficient**

**Our key performance measures – we will assess the impact we're having by:**

Quality monitoring of the service will take place

**Our aim – a better borough through digital innovation, providing seamless connectivity to all, and more take-up of information and services online**

**Our key performance measures – we will assess the impact we're having by:**

No. of online transactions and online payments

No. of visits to [www.telford.gov.uk](http://www.telford.gov.uk) and other websites

**Our aim – the Council, partners and customers will be provided with secure, reliable and resilient ICT infrastructure**

**Our key performance measures – we will assess the impact we're having by:**

% of ICT service availability

% of P1 and P2 ICT incidents and requests responded to within SLA

Cyber security – yellow/green annual audit

**Our aim – commercial services will contribute to the Council's long-term financial sustainability**

**Our key performance measures – we will assess the impact we're having by:**

Schools

- Number of schools buying services (T&W/out of borough)
- Value of services purchased by schools (T&W/out of borough)

# OUR ACHIEVEMENTS



Taking a lead role in the development of staff led groups to promote and enable a more diverse and inclusive workforce



**Retained key external clients and won new business**



Ensuring financial systems are supported and developed in line with both corporate and user requirements



Achieving collection rates above the national average for Council Tax and Business Rates and support with funding bids such as the UKSPF £5.8m and a number of grants for homelessness



Overall average IDT service availability of 99.88% for the year Consistently delivered excellent digital services, ensuring reliable access to systems and information



'Clean' audit opinion for the Council's and Nuplace statutory accounts, and outturn within budget for many years

## SERVICE RISKS

- Inability to match available resources** (both financial, people and assets) **with statutory obligations, agreed priorities and service standards.**
- Losing skills, knowledge and experience** (retention and recruitment) in relation to staffing.
- Significant business interruption affecting ability to provide priority services**, e.g. critical damage to Council buildings, new pandemic, loss of power or infrastructure etc.

The table below shows the revenue budget for 2024/25 for the Finance, People & IDT directorate.

### EXPENDITURE £'000

Capital Financing	19,629
Employees	11,181
Premises	75
Supplies and Services	4,519
Support Services	2,457
Third Party Payments	-
Transfer Payments	-
Transport	44
<b>Total EXPENDITURE</b>	<b>37,905</b>

### INCOME £'000

Interest receipts	925
Fees and Charges	-
Government Grants	216
Other Grants, Reimbursements and Contributions	291
Recharges to Other Services	13,917
Rents	-
Sales	5,969
<b>Total INCOME</b>	<b>21,318</b>
<b>NET EXPENDITURE</b>	<b>16,587</b>

# Welcome to Health and Wellbeing - Our Service Strategy

Welcome to our Service Strategy, which shows how Health & Wellbeing contributes to the delivery of the Council's programme to 'Protect, Care and Invest to create a better borough'. It summarises what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us:

Health & Wellbeing works with communities, other council service areas, and a range of partners, such as the NHS and community and voluntary sector. Our aim is to create more resilient, happier communities to prevent poor health and reduce inequalities. Scaling up prevention work, through community-centred approaches and collaboration is a key focus. Some of our teams, such as Healthy Lifestyles and Food Health & Safety directly deliver services to the community, whilst the commissioning team lead on ensuring public health services are safe, sustainable, effective, integrated and focused on improving outcomes. Our Health Protection service leads on the protection of our resident's health, from a range of threats by monitoring and management of food safety and infectious diseases. The Resilience team works to ensure that the Council responds appropriately to, and recovers from threats such as a major incidents or emergencies. Our internal health and safety team provides competent health and safety advice, guidance and support for all service areas across the council.

## Our vision - happier, healthier, fulfilled lives



**Jo Britton**  
Executive Director:  
Children Services and  
Public Health



**Meet the team:**

**Tony Mercer**, Public Health

- Commissions effective, integrated public health programmes and services which improve outcomes for children, young people and adults, with a focus on reducing health inequalities
- Leads whole-system approaches with partners to scale up prevention related to alcohol, drugs and domestic abuse, helping manage demand on children's and adult social care, and in the NHS
- Delivers the Council's duties on domestic abuse and alcohol and drug use through the coordination and implementation of strategies, with partners to tackle, making a difference to the wellbeing of more vulnerable residents



**Helen Onions**  
Director:  
Health and Wellbeing



**Louise Mills**, Health Improvement

- Delivers our Healthy Lifestyle Service, and work with partners to create places that encourage healthier lives
- Partners with the voluntary and community sector to build capacity for health improvement, scaling up prevention programmes, with a focus on health inequalities
- Leads whole-system approaches to scale up lifestyle prevention, helping manage demand on children's and adult social care and in the NHS



**Nicky Minshall**, Health Protection

- Leads the Health Protection Hub to deliver the Council's response to threats to public health from infectious diseases.
- Leads the Food, Health & Safety team to protect health, safety, economic and environmental wellbeing and quality of life, through monitoring and management of food & water and safety and infectious diseases.
- Leads the internal Health & Safety team to provide competent health & safety advice, guidance and support for all service areas across the Council.
- Leads the Resilience function to ensure that the Council is ready and able to respond to emergencies, and can operate critical services during an emergency or business continuity event, and also enable the community to recover from an emergency.
- Contribute to Planning Policies to reflect public health opportunities

**Every child, young person  
and adult lives well in their  
community**



**Our aim – to continue to provide a library offer for our residents that is vibrant and community-centred**

**Our key performance measures – we will have an impact by:**

Increasing the number of active borrowers and frequency of visits to our libraries

Reducing the impact of loneliness on our residents

Supporting the Community Libraries and increasing the number of people actively volunteering in libraries

**Our aim – to reduce health inequalities by working collaboratively across the Council and Health and Wellbeing partners**

**Our key performance measures – we will have an impact by:**

Improving overall healthy life expectancy in men and women

Narrow the gap in life expectancy between deprived and more affluent parts of our communities

Narrow the inequalities gap in life expectancy for people with serious mental health problems

**Our aim – the mental health and emotional health and wellbeing of our residents will improve**

**Our key performance measures – we will have an impact by:**

Increasing the number of people actively volunteering in our services and other health improvement roles

Reducing loneliness and social isolation

Promote 'Five Ways to Wellbeing' and other campaigns to improve wellbeing

Working with partners to reduce the number and impact of suicides amongst our residents

**Our aim – to commission high quality, innovative and integrated services across public health services to narrow inequalities and improve health outcomes**

**Our key performance measures – we will have an impact by:**

**Our aim – improve health outcomes for children and young people especially focussing on the early years**

**Our key performance measures – we will have an impact by:**

Reducing levels of maternal and childhood excess weight and obesity

Reducing smoking rates amongst pregnant women and their families

Improving breastfeeding rates

Increasing the number of children and families who are active

Reducing teenage conception rates

Increasing the number of infants achieving their expected level of development

Continuing to improve the effectiveness and reach of our commissioned Health Child Programme

**Our aim – support people to stay healthy, active and resilient**

**Our key performance measures – we will have an impact by:**

Reducing levels excess weight and obesity

Increasing the number of people being active

Increasing the number of people who quit smoking – particularly those in routine and manual occupations

Increasing the uptake of early detection or prevention programmes such as screening/reviewing and relaunching the NHS Health Check programme

Increasing the reach and engagement of our public health messaging via our Healthy Telford social media platforms

Increasing number of people receiving brief advice and entering alcohol treatment

Continuing to improve treatment and recovery outcomes for people who misuse alcohol and drugs

Maintaining our low rates of sexually transmitted infections

Increasing the number of people affected by domestic abuse who receive support

Raising awareness of how residents can access relevant treatment and support services

**Our aim – to reduce the harm to residents caused by infectious diseases and other threats to health and respond effectively to incidents, outbreaks and emergencies**

**Our key performance measures – we will have an impact by:**

Maintaining a high level of monitoring & management of food and water and safety compliance within the borough

Reducing the harm caused by infectious diseases

Working internally and with partners to protect the health of key at-risk groups such as migrants and homeless people

Responding to incidents, outbreaks and emergencies in a timely and effective way

Maximising the uptake of immunisation programmes focussed on narrowing inequalities

Ensuring our communities are supported and the council's critical services are maintained during emergencies and subsequent recovery phases

Working both internally and externally, enabling people to be safe and well at work

Increasing reach and engagement of public health messaging to protect yourself, your family and your business

# OUR ACHIEVEMENTS



**922**

922 Food safety visits completed, meeting the FSA targets for highest risk premises



**Number of children and adult domestic abuse victims receiving specialist support rose**  
each quarter since the new service started



**Alcohol and drug treatment completions continue to rise with rates among the best in the country**



**Health Protection hub dealt with 1023 cases of infectious disease**



**eatwell**  
5,899 children and 40 parents/carers attended Eatwell education and practical sessions promoting healthy eating



**1,854 blood pressures checked**  
at 208 community clinic sessions

## SERVICE RISKS

1. Maintaining core services in the **event of an emergency**
2. **Challenged capacity** in the resilience and internal health and safety teams

The table below shows the revenue budget for 2024/25 for the Health and Wellbeing directorate.

### EXPENDITURE £'000

Capital financing	-
Employees	2,541
Premises	33
Supplies and services	8,481
Support services	647
Third party payments	75
Transfer payments	-
Transport	12
<b>Total EXPENDITURE</b>	<b>11,789</b>

### INCOME £'000

Interest receipts	-
Fees and charges	-
Government grants	9,568
Other grants, reimbursements and contributions	160
Recharges to other services	1,129
Rents	-
Sales	127
<b>Total INCOME</b>	<b>10,984</b>
<b>NET EXPENDITURE</b>	<b>805</b>

# Welcome to Housing, Commercial and Customer Services - Our Service Strategy

Welcome to our Service Strategy, which shows how Housing, Commercial and Customer Services will contribute to the delivery of the Council's four year programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us:

Housing, Commercial and Customer Services brings together a diverse range of services with the largest workforce in the Council. Many of these, such as Leisure, Housing, Customer and Welfare Services, directly deliver services to the community. The Community Services team also has a key role in supporting the development of resilient communities, as well as providing corporate support across a range of specialisms including equality, diversity and inclusion and our response to Climate Change. Our Culture and Events Team manage the Telford Theatre programme as well as a vibrant family focused calendar of events fostering cultural enrichment and community cohesion.

## Meet the team:



**Lee Higgins**, Customer Relationships, Financial Welfare Services and libraries

Responsible for the corporate customer contact centre and improving the customer experience, the Team lead on the deployment of the Council's Customer Strategy across the organization.

Managing the benefits service includes responsibility for Housing Benefit, Council Tax Reductions, Free School Meals, Concessionary Travel, Emergency Welfare Assistance and one-off grants, such as the Household Support Fund. The service also operates the Borough's flagship Library at Southwater and provides the infrastructure to support the running of 8 community operated libraries.



**Stuart Davidson**, Operations

Responsible for borough wide strategic facility planning and the operational management of the 10 council owned sports & leisure facilities and the multi award winning Telford Town Park. Delivering over 41,500 healthy primary school meals per week and an innovative secondary school catering offer and supporting over 50 schools and a range of other partners through the provision of fully



**Jon Bielstein**, Culture

The Culture Service aims to curate vibrant community engagement through diverse headline events and the Telford Theatre programme, fostering cultural enrichment and social cohesion. The team collaborates with artists, schools, and local arts and culture organisations to deliver inclusive, accessible projects. They manage the Telford Theatre's operations, ensuring high-quality performances and audience satisfaction. Additionally, they work towards developing a culture strategy for the borough, aiming to support the cultural landscape, promote local talent, and enhance the visitor experience. By celebrating heritage and contemporary arts, they create memorable experiences, support economic growth, and contribute to the community's well-being and cultural vitality.

managed cleaning, caretaking and site support services. Offering a range of training, sponsorship and advertising opportunities for businesses and for overseeing the co-ordination of the council's services for schools.



**Fliss Mercer**

Interim Executive Director:  
Adult Social Care, Housing  
and Customer Services



**Katherine Kynaston**

Director: Housing,  
Commercial and Customer  
Services



**Louise Stanway**, Community Services

The Community Services team has a key role in supporting the development of resilient communities. We work with individuals, voluntary and community sector organisations, social enterprises, parish and town councils and businesses across Telford and Wrekin. This includes capacity building support, help with community projects and managing a number of community grant schemes.

We also provide corporate support across the organisation on a range of specialisms including equality, diversity and inclusion, consultation and engagement and volunteering as well as oversee the Council's work on climate change and sustainability.



**Toni Guest**, Housing Solutions

Providing advice and support to those presenting as homelessness, ensuring those most vulnerable have access to emergency accommodation. Supporting clients to access long term accommodation and to develop life skills in order to manage a tenancy long term with the aim to prevent future homelessness. The service provides the property management function for a range of properties ensuring properties are managed effectively. Delivering grants to support clients to remain living independently in their own home through the installation of adaptations. Overall the service provides a range of housing solutions to support residents to access suitable accommodation in the borough.



**Ravi Phull**, Strategic Housing and Regeneration

Delivering a long-term housing strategy that ensures the development of the right accommodation for residents throughout their lives. We lead on commissioning and influencing market delivery of accommodation that meets local housing needs including for adult social care, vulnerable children and families and to address homelessness. We closely manage and monitor allocations and referrals into existing accommodation including social housing, across all vulnerable groups. We also lead on driving up the standards of our private rented sector through the Better Homes for All initiative, tackle empty properties and support households to improve the energy efficiency of their homes and tackle fuel poverty.

The table below shows the revenue budget for 2024/25 for the Housing, Commercial and Customer Services directorate.

## EXPENDITURE £'000

Capital financing	501
Employees	18,746
Premises	364
Supplies and services	8,059
Support services	11,002
Third party payments	643
Transfer payments	49,199
Transport	98
<b>Total EXPENDITURE</b>	<b>88,613</b>

## INCOME £'000

Interest receipts	-
Fees and charges	4,335
Government grants	52,418
Other grants, reimbursements and contributions	1,372
Recharges to other services	7,627
Rents	955
Sales	16,724
<b>Total INCOME</b>	<b>83,431</b>
<b>NET EXPENDITURE</b>	<b>5,182</b>

## All neighbourhoods are a great place to live

**Our aim – local people are consulted and involved in developing and delivering plans and services**

**Our key performance measures – we will have an impact by:**

Number of Council engagement activities supported per year

Number of partner engagement activities supported per year

% of residents who agree that the Council listens to their views

% of residents who agree that they feel able to influence decisions in the local area

**Our aim – community groups and volunteers become more active across the borough**

**Our key performance measures – we will have an impact by:**

Total number of existing VCSE groups supported to progress their existing services/activities

Total number of community and voluntary groups supported by TWC to start up and deliver provision

Total number of existing community and voluntary groups supported by TWC to deliver new services or projects for the community

Total number of training/ workshop sessions delivered

Satisfaction with volunteering for the Council

Total number of volunteering opportunities promoted on the Volunteer Telford Website

**Our aim – our most financially vulnerable residents are supported and inequality is reduced through our welfare policies**

**Our key performance measures – we will have an impact by:**

Speed, accuracy and customer satisfaction with processing of  

- Council Tax Reduction
- Housing Benefits

And the speed with the processing of  

- Blue Badge
- Concessionary travel
- Emergency welfare/crisis assistance
- Discretionary hardship
- Free School Meals

**Our aim – people work together to build strong, resilient and equal communities**

**Our key performance measures – we will have an impact by:**

% of residents who agree that their immediate local area is a place where people from different backgrounds get on well together

% of residents who agree that the Council treats all people fairly

Number of complaints received by the Customer Experience Team that are based on discrimination or unfair treatment

Number of complaints received by the Customer Experience Team that are based on accessibility  
Number of hits on the Diversity Calendar

**Our aim – better homes will be delivered for all**

**Our key performance measures – we will have an impact by:**

Bringing 375 long term empty homes brought back into use by 2026

Working with partners, increase the number of residents receiving support and advice and number of grants accessed by residents to reduce fuel poverty

Increasing the number of private rented properties inspected both reactively and proactively and ensuring they are free from category 1 hazards

Increasing the number of Houses in Multiple Occupation (HMO), licensed

Contributing to the Safer Stronger Communities Programme establishing measures to improve stock condition and landlord practice in target areas

**A community-focussed, innovative council providing efficient, effective and quality services**

**Our aim – our customers will experience high quality, value for money and safe services and facilities that are accessible to all**

**Our key performance measures – we will have an impact by:**

Number of complaints received (Stage 1 & 2)

% of complaints responded to within target response time

Number of compliments/positive feedback received

Number of Ombudsman's complaints upheld

% compliance against accessibility standards for all Council run websites

Council wide net promoter score following the ICS benchmarking

Customer contact centre:  

- Calls answered in less than 10 minutes
- Call abandonment rate
- Average time to answer calls
- % satisfaction with customer contact centre

**Our aim – a better borough through digital innovation, providing seamless connectivity to all, and more take-up of information and services online**

**Our key performance measures – we will have an impact by:**

No of online transactions and online payments

No of visits to [www.telford.gov.uk](http://www.telford.gov.uk) and other websites

% of customer enquiries which are successfully handled by our automated assistant

**Our aim – commercial services will contribute to the Council's long-term financial sustainability**

**Our key performance measures – we will have an impact by:**

Schools:

- Number of schools buying services (T&W/out of borough)
- Value of services purchased by schools (T&W/out of borough)
- Income generated through advertising sales

## Everyone benefits from a thriving economy

**Our aim – residents have pride of place**

**Our key performance measures – we will have an impact by:**

Number of people attending TWC-run events

Number of visits to Telford Theatre/% occupancy

Customer satisfaction – panto/other shows/events

## The natural environment is protected and the Council has a lead role in addressing the climate emergency

**the Council/Borough is carbon neutral by 2030**

**Our key performance measures – we will have an impact by:**

Reduction in greenhouse gas emissions from Council operations as a result of actions delivered

Retrofitting Council owned residential accommodation to increase energy efficiency and reduce carbon emissions

Implementation of measures set out in the Council's Affordable Warmth Strategy

Customer contact centre:  

- Calls answered in less than 10 minutes
- Call abandonment rate
- Average time to answer calls
- % satisfaction with customer contact centre

**Our aim – working in partnership with Public Health we will design and deliver services that proactively contribute to improving the health of people in the borough and reduce health inequalities**

**Our key performance measures – we will have an impact by:**

Take-up of free school meals through TWC Catering Services

Number of visits to Leisure Centres

Number of concessionary visits to Leisure Centres

Telford Town Park – retention of Green Flag status

## Every child, young person and adult lives well in their community

**Our aim – our most vulnerable residents will be empowered through housing choices for all to support independence, health and wellbeing**

**Our key performance measures – we will have an impact by:**

Delivering a new Framework for Providers of Supported Accommodation

Increasing the number of successful nominations with our Registered Providers (Housing Associations)

Directly delivering schemes through our Registered Provider status that meet the needs of our most vulnerable groups

Improving our customer experience by establishing a single 'front door' for all housing services including supported accommodation

Increasing the number of disabled facilities grants and wellbeing grants provided to support independent living

Enabling the development of a range of new specialist and supported accommodation including for older residents, care leavers, those with physical and mental disabilities and roughsleepers

**Our aim – homelessness and rough sleeping will be tackled through prevention, support and facilitating housing solutions**

**Our key performance measures – we will have an impact by:**

Number of homelessness clients prevented from becoming homeless

Number of clients relieved from homelessness

Maintaining the number of people provided with help and advice on their housing options

Reducing average time spent in temporary accommodation for clients the Council has a duty to support

Delivering the Homelessness Strategy

**Our aim – working in partnership with Public Health we will design and deliver services that proactively contribute to improving the health of people in the borough and reduce health inequalities**

**Our key performance measures – we will have an impact by:**

Take-up of free school meals through TWC Catering Services

Number of visits to Leisure Centres

Number of concessionary visits to Leisure Centres

Telford Town Park – retention of Green Flag status

# OUR ACHIEVEMENTS



**Achieved excellent scores**  
in our 2024 benchmarking  
through the  
**Institute of Customer Services**



**61% reduction**  
in the the Council's carbon  
emissions  
compared to the 2018/19 baseline



**Prevented or relieved  
1187 clients from  
homelessness**  
and provided advice to over  
3400 residents



**Provided  
300+ Disability  
Facility Grants pa**  
to enable people to  
remain living independently



**Bringing  
272 long term  
empty properties  
back into use**



**Securing  
external  
funding**  
to redevelop Telford Theatre

## SERVICE RISKS

- Insufficient capacity and funding/investment** to deliver services and income
- Cost of living crisis affecting affordability, service pressures and income generation.**
- Further academisation of schools resulting in loss of business for Catering, Cleaning and site support services.**

# Welcome to Neighbourhood and Enforcement Services - Our Service Strategy

Welcome to our Service Strategy, which shows how Neighbourhood and Enforcement Services contributes to the delivery of the Council's vision to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us:

Neighbourhood and Enforcement Services deliver services that support, enhance and protect both our communities and environment across the borough. Many of our services such as highways, waste, grounds and cleansing are delivered through external partners which is supported through an extensive network of volunteers (Street Champions) as well as our Town and Parish Councils. Through Pride in Our Community, our Service works with local people to create a better, safer borough for everyone.

7

## Meet the team:



**Jas Bedesha**, Safer, Stronger and Cohesive Communities

This team is responsible for the delivery of the Building Safer and Stronger Communities Programme working in partnership with a variety of internal and external stakeholders including residents, the Police and Crime Commissioner and West Mercia Police.

As a key part of the Community Safety Partnership, this team supports council services and public sector agencies to create a multi-functional team, to tackle local issues.

The team also leads on supporting various government refugee/evacuation programmes including Syrian, Afghan and Ukraine. The team lead on Prevent and the delivery of the serious violence duty working closely with partners to maintain community cohesion in the borough.



**Paul Fenn**, Neighbourhood Enforcement

Neighbourhood Enforcement and Anti-Social Behaviour teams use regulatory powers and CCTV to tackle environmental crime, fly tipping, nuisance vehicles, civil parking enforcement and antisocial behavior while overseeing the councils work on supporting our Gypsy and Traveller community.

In some cases enforcement activity is supported by working in partnership with our Town and Parish Councils through the Community Action Team.

The team also undertake Environmental Protection duties that include air quality monitoring along with responding to complaints from excess noise and dust.



**Angie Astley**  
Executive Director  
of Place



**Dean Sargeant**  
Director:  
Neighbourhood and  
Enforcement Services



**Matt Powell**, Strategic Transport and Highway Network Management

The Passenger Transport team provide transport services for children and young people to travel to school or college as well as vulnerable adults.

The Road Safety team deliver projects to promote active travel such as safe routes to school and cycleway improvements. This is complimented by the delivery of Road Safety Education training including Bikeability, Stepping Out and Independent Travel Training.

The Transport Strategy team engage with Public Transport partners to promote, develop and support the use of public transport across the borough (and beyond). This team also manage and develop Transport Strategy to deliver transport and infrastructure improvements across the borough

The Streetworks and Network Management team manage street works and road availability to keep the borough on the move.



**Debbie Germany**, Strategic Waste and Neighbourhood Services Performance

The team work in partnership with Veolia to manage and operate our household waste and recycling collection services including our household recycling centres. The team work in partnership to increase our recycling rates year on year.

Working partnership with idverde, the team also delivers our borough wide Grounds and Cleansing Service. In some cases, this is supported by working in partnership with our Town and Parish Councils through the Community Action Team.

This team manages and presents data and information across Neighbourhood and Enforcement Services and provide Business Support to enable the planning and management of our front line services.



**Adam Brookes**, Highways, Engineering and Project Delivery

The team are responsible for inspection and management of the highway including roads, footpaths, structures, street lighting, drains and manage a variety of highway and engineering projects. Gritting as well as 24hr emergency response is also delivered by this team.

The team deliver a variety of highway improvement schemes including traffic management, road safety and large civil engineering projects through our delivery partner Balfour Beatty Living Places.

Land stability in the Gorge, decommissioned landfill sites and inspection of spoil mounds across the borough and well as flood risk management is also a key part of delivery.

All neighbourhoods are a great place to live



Our aim – communities take pride in their neighbourhood

Our key performance measures – we will assess the impact we're having by:

Percentage of residents who are satisfied with the condition of the highway

Percentage of residents who are satisfied with street lighting

Decrease the number of fly tips reported to the council

Decrease in the number of anti-social behaviour reports to the council

Our aim – the borough is well connected and keeps moving

Our key performance measures – we will assess the impact we're having by:

Percentage of A Roads requiring maintenance

Percentage of B & C Roads requiring maintenance

Percentage of U Roads requiring maintenance

Reduction in average delay on 'A' roads

A community-focussed, innovative council providing efficient, effective and quality services



Our aim – we all work together to create a better borough

Our key performance measures – we will assess the impact we're having by:

Decrease in recorded crime across the borough

Percentage of residents who are satisfied with public transport

Maximising social value commitments from partners

**Everyone benefits from a thriving economy**



Our aim – communities and businesses across the borough are supported and protected

Our key performance measures – we will assess the impact we're having by:

Highway safety is improved for all users

Our natural environment is protected and the council has a leading role in addressing the climate emergency



Our aim – all outcomes will contribute to tackling the climate emergency

Our key performance measures – we will assess the impact we're having by:

Increase in the borough's household recycling rate

Residual waste will reduce year on year

Increase the length of new cycleway/footway across the borough

Concentration of PM2.5 will be below national thresholds

Increase in the number of public electric vehicle charge points

# OUR ACHIEVEMENTS



Achieved  
**1 Green Flag Award**

taking our total to seven



Ranked **1st** in  
**West Midlands**  
for overall satisfaction with Highways and Transport



Launched Reuse shop  
has been visited by  
**3,000** residents



Over  
**350,000**  
passenger trips  
completed on Council funded bus services



Delivered a  
**30% reduction in ASB reports**



Over **3,000**  
11-18 year olds  
attended  
**Urban Games**  
during the summer

## SERVICE RISKS

- 1 Land stability in the Gorge
- 2 Waste reforms
- 3 Future of bus services/connectivity

The table below shows the revenue budget for 2024/25 for the Neighbourhood and Enforcement Services directorate.

### EXPENDITURE £'000

Capital financing	7,131
Employees	7,095
Premises	2,193
Supplies and services	3,065
Support services	3,772
Third party payments	23,931
Transfer payments	-
Transport	1,705
<b>Total EXPENDITURE</b>	<b>48,892</b>

### INCOME £'000

Interest receipts	-
Fees and charges	1,372
Government grants	2,172
Other grants, reimbursements and contributions	925
Recharges to other services	5,167
Rents	391
Sales	5,719
<b>Total INCOME</b>	<b>15,746</b>
<b>NET EXPENDITURE</b>	<b>33,146</b>

# Welcome to Policy and Governance - Our Service Strategy

Welcome to our Service Strategy, which sets out the ways in which Policy and Governance will contribute to the delivery of the Council's programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent achievements, what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us

Policy and Governance has three main functions. It acts as a 'critical friend' to colleagues, external partners and community groups by supporting and challenging the Council to deliver its corporate priorities. Through its regulatory services, it ensures that residents of, and visitors to, the Borough are kept safe from unsafe or unfair licensing and trading practices whilst, through its registration service, it ensures that residents are supported through the key moments of their lives.

## Service Vision

Working together to provide high-quality, customer-focussed services, both internally and externally to ensure strategic and operational organisational delivery within a good governance framework whilst maintaining a balanced and sustainable budget.



### Meet the team:

#### Jon Power – Policy, Insight, Partnerships and Elections:

**Jon Power**, Partnership Management supports the functioning and development of the Council's key statutory partnerships to deliver the Council's priorities. This includes the Health and Wellbeing Board, Community Safety Partnership, Adults and Children Safeguarding Boards and delivery of the commitments made under the Armed Forces Covenant.

**Rachel Barlow**, Policy is responsible for supporting the development of corporate policy and strategy to ensure that the organisation has a clear and consistent approach to ensure focus and achievement of corporate objectives.

**Helen Potter**, Insight Team focuses on developing an evidence base for the whole organisation to support strategic planning, workforce development and the delivery of the Council's priorities. This includes service performance data and information about the



#### Richard Phillips – Registrars, Public Protection, Legal & Democracy

##### Legal Services

**Debbie Thomas-White** – The Children and Adults Team provides legal support, advice and representation in relation to children's safeguarding, adult services, special educational needs, employment and education matters.

Borough. More recently, this also includes work to analyse, and provide information in relation to, the Oflog indicators.

**Ann Almond**, Elections Team delivers the electoral registration function for the authority and delivers all elections; general elections, local elections, Police and Crime Commissioner and Town/Parish Council elections. It is also responsible for undertaking referendums and parish polls. The team also undertakes an annual canvass to ensure that as many people as possible are registered, and can exercise their democratic right, to vote.

**Sarah Hardwick** – The Litigation and Regulatory Team provides legal support, advice and representation in respect of a variety of matters including licensing, planning, criminal prosecutions, housing, debt recovery and public protection matters. They also provide advice to relevant committees in respect of regulatory functions.

**Emma Harvey** – The Property and Commercial Team provides advice and legal support relating to property transactions, contracts, procurement and strategic development.

**Sharon Tipping** – The Business Support team provides a support function to Legal Services, provides our Local Land Charge service and oversees our Lexcel risk management accreditation.

## Democracy

**Anna Plummer** – The Democracy team provides support to the Mayor, Members and manages charity and civic events. The team is responsible for arranging Council and Committee meetings, preparing agendas, and overseeing the Council's reporting system. The team provides the Council's scrutiny function, which oversees the work of Cabinet and make recommendations to Cabinet on matters of importance to the local community. The team is also responsible for the organisation of independent Education Admission Appeals and Exclusion Reviews. Additionally, the team work with the Shropshire Lieutenancy and occasionally provide support for meetings held by partner organisations.

## Registration, Bereavement and Ceremonies

**Nicky Meechan** – The team oversees the management of our three cemeteries across the Borough, including the provision of burial and cremation plots. In addition, the team provides our registrar function for the registration of births, marriages, civil partnerships and deaths, as well our ceremonies offering for weddings, civil partnerships and citizen ceremonies.

## Public Protection

**Andy Bishop** – The Trading Standards team provides support and protection to local consumers and businesses. The team discharges around 250 statutory duties including being the enforcement team

responsible for weights and measures, product safety, fair trading and animal health. The team works collaboratively with colleagues from across the Council, other local authorities and the Police to ensure consumers are protected and businesses are regulated appropriately.

**Amitabh Singh** – The Licensing and night-time economy Team is responsible for the administration of the Council's licences. Their work covers taxis, alcohol and premises licences, gambling and gaming licences, zoo licensing and many more kinds of licences and consents. The team also works in the night-time economy to oversee many of the licences and keep residents of the Borough safe, ensuring everyone is able to enjoy themselves safely.



#### Rob Montgomery – Audit, Governance and Procurement Team

**Tracey Drumond** – Internal Audit provides assurance on internal controls/risk management by undertaking audits across the Council/schools.

**Paul Meakin** – The Insurance Team provides advice on insurance issues, administers policies and claims against the Council/schools.

**Andrew Hollis** – The Investigation Team provides advice on/investigates allegations of fraud against the Council.

**Rachel Best** – The Procurement Team support the Council/schools on their procurement activities to ensure compliance with legislation.

**Sarah Daffern** – Information Governance supports the Council in administering requests received under the Freedom of Information Act and similar legislation. It also advises on the risk of data breaches.



#### Robyn Hill – Cabinet and SMT PA Team

The Team is responsible for providing administrative support of a sensitive and confidential nature to Cabinet Members and Senior Management Team. The team manage busy and complex diaries, facilitate and note take a range of meetings, act as a first point of contact dealing with enquiries from internal colleagues and external partners, prepare documents and provide a proactive, coordinating role to ensure deadlines are met.

A community-focussed, innovative council providing efficient, effective and quality services

Our aim – the most effective and efficient ways of working will be undertaken using digital solutions where possible

Our key performance measures – we will assess the impact we're having by:

% of electoral registrations undertaken electronically

% of compliance with Lexcel framework to maintain Lexcel accreditation

% of job evaluation requests completed within 10 working days

Number of FOI requests responded to within statutory deadlines

Number of SAR requests responded to within statutory deadline

IG related total income from external organisations per year

Internal Audit related total income from external organisations per year

Library of documentation, advice and guidance on procurement activity

Number of Members issued with digital equipment to undertake role

Our aim – good governance and decision making will be supported by evidence

Our key performance measures – we will assess the impact we're having by:

Savings realised per year through fraud investigation

% of the Internal Audit Plan completed each year

% of Ombudsman complaints responded to within stated deadlines

% of Internal Audits with improved audit result upon review

% of insurance liability claims successfully defended

% of 'good' or 'excellent' feedback from those attending training on the Member training courses

Number of recommendations made by Scrutiny Committees to Cabinet

% of recommendations made by Scrutiny Committee that are accepted by Cabinet

Our aim - democratic engagement in local communities will be improved

Our key performance measures – we will assess the impact we're having by:

% of residents registered on the electoral register

% of online canvass responses received and processed annually

Number of electoral engagement sessions undertaken with key organisations

Number of formal meetings live-streamed

% of formal meeting agendas published at least five working days in advance of meeting

Our aim – our reputation for being an effective partner and collaborative will be good

Our key performance measures – we will assess the impact we're having by:

% of 'good' or 'excellent' feedback from clients responding to feedback request

number of returning customers for external procurement services

Our aim - members will fulfil their community leadership role

Our key performance measures – we will assess the impact we're having by:

% of attendance from Members at training session

% of 'good' and 'excellent' feedback from Member training sessions

% of Member enquiries responded to within timescale set out in Member Inquiry Process

Compliant procurement across the Council

Member satisfaction with Member Training and Development Offer

Achieving at least LGA Charter status for our Member Training and Development Offer

Ensuring the Councillor Connect portal is the 'go to' location for Members for information, help and support for their work

% of MP enquiries responded to within timescale

Our aim – the PA support service to the Cabinet and Senior Management team will be of a good quality

Our key performance measures – we will assess the impact we're having by:

Feedback from Senior Managers and Cabinet Members

Our aim – customers will experience high quality, value for money and safe services and facilities that are accessible to all

Our key performance measures – we will assess the impact we're having by:

Speed, accuracy and customer satisfaction when customers register births, marriages, civil partnerships and deaths.

Savings realised per year through fraud investigation and prevention work.

Everyone feels the benefit from a thriving economy.

Our aim – communities and businesses across the borough are supported and protected

Our key performance measures – we will assess the impact we're having by:

Value for money checks and fraud awareness included as audits

Maximising social value commitments from partners

Completion of multi-agency enforcement exercises undertaken with partners

Expanding the locations and venues across the borough licensed to hold civil ceremonies

Appropriate oversight and regulation of our licensed trade whether that is a gambling establishment, a premises licence or when anybody chooses a Council licensed hackney carriage or private hire vehicle

Procurement audits are undertaken on time to ensure the tendering process follows financial regulations and best value is being achieved.

Our natural environment is protected.

Our aim – all outcomes will contribute to tackling the climate emergency

Our key performance measures – we will assess the impact we're having by:

Number of paperless audits undertaken

# OUR ACHIEVEMENTS



**£399k**  
Fraud related savings  
2023/2024



Our work to tackle CSE has been independently praised as a model of national best practice



Implementation of new legal case management system



Well run 'snap' parliamentary and scheduled Police and Crime Commissioner elections



Investigation Team joint working with DWP



Launch of new Armed Forces Community Volunteer Scheme

## SERVICE RISKS

- 1 Maintaining core and statutory services 24 hours a day, 365 days a year and **in the event of an emergency**.
- 2 **Adapting to the challenges of legislative change** and ensuring appropriate resourcing whilst mitigating any potential loss of income.
- 3 Ensuring **appropriate oversight and governance** of the organisation.

The table below shows the revenue budget for 2024/25 for the Policy and Governance directorate.

### EXPENDITURE £'000

Capital financing	1
Employees	4,611
Premises	6
Supplies and services	2,463
Support services	1,854
Third party payments	137
Transfer payments	-
Transport	15
<b>Total EXPENDITURE</b>	<b>9,087</b>

### INCOME £'000

Interest receipts	-
Fees and charges	-
Government grants	89
Other grants, reimbursements and contributions	10
Recharges to other services	5,865
Rents	-
Sales	1,754
<b>Total INCOME</b>	<b>7,718</b>
<b>NET EXPENDITURE</b>	<b>1,369</b>

# Welcome to Prosperity and Investment - Our Service Strategy

Welcome to our Service Strategy, which shows how Prosperity and Investment will contribute to the delivery of the Council's vision to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our highlights), what we want to achieve in the future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

## About us:

Our service approach is underpinned by three elements – **business** – a 'business friendly' operating environment and commercial approach to service delivery; **people** – our workforce and how this aligns to business needs and place – the sense of **place** and infrastructure that underpins growth.



### Meet the team:

#### Valerie Hulme, Development Management

- Responsible for the management of development across the Borough, to secure safe sustainable developments; protecting areas of importance, and securing new and improved infrastructure to support growth.
- Responsible for investigating and enforcing against unauthorised development and untidy land
- Designation and management of the Boroughs ecological and historic assets
- Ensuring developments are safe, through building regulations
- Ensuring works to existing highway infrastructure, and adoption of new assets as a result of development is of a high standard and fit for purpose
- Maintain the Boroughs Public Rights of Way  
Oversee and implement the Councils Strategic policies for outdoor play, and recreation



#### Kate Callis, Housing Investment Programme

- Expansion and diversification of the Council's Housing Investment Programme – delivering homes for private and affordable rent via Nuplace Ltd
- Supporting the delivery of specialist and supported housing solutions for vulnerable people to facilitate independent living
- Overseeing the delivery of regeneration and place making projects.



#### Dawn Toy, Regeneration and Investments

- Responsible for the Management of Council owned investment properties (PIP), securing income to support frontline services
- Responsible for the management of Land/ property acquisition and disposal programme
- Responsible for the delivery of the Homes England Land Deal
- Delivery of Growth Fund investments
- Maintenance of the Council's Asset Register
- Supporting the delivery of key regeneration projects funded through the Towns Investment and Levelling Up Funds



**Angie Astley**  
Executive Director  
of Place



**James Dunn**  
Director: Prosperity  
and Investment



#### Chris Goulson, Building Innovation Telford (BiT)

- Providing an integrated design and project management consultancy for all Council properties including Commercial, Operational and Educational that specialises in full project delivery, from initial project conception through the entire property lifecycle
- Providing an in-house maintenance service for schools and council buildings, as well as managing the Council's security and PFI contracts
- Technical delivery of Disabled Facilities Grants

#### Gavin Ashford, Strategic Planning, Inward Investment and Business Support

- Delivering the Local Development Plan setting the land use framework for the borough to 2040 establishing where new development will be located
- Establishing new land use policy that supports corporate priorities including supported & specialist housing, accessible greenspaces and carbon reduction
- Enabling the delivery of new infrastructure to support new development
- Supporting the delivery of Neighbourhood Development Plans by Parish and Town Councils.
- Delivering business support to all businesses from start-ups to multi-nationals
- Engaging with investors, regional and national agencies and across services to bring new companies into the borough creating jobs and supply chain opportunities
- Account management of existing companies to support opportunities for expansion and diversification
- Delivery of employment support services to businesses supporting growth or changing employment requirements, including Job Match and Work Local
- Delivering a range of projects to support economic regeneration including Pride in Our High Street and Thrive grants programme
- Maximising value to the Borough through relationships with economic partners/bodies e.g. Telford Business Board, Chamber, FSB and WMCA

All neighbourhoods are a great place to live



**Our aim – better homes will be delivered for all:**

**Our key performance measures – we will assess the impact we're having by:**

Delivering the review of the Local Plan setting the policy context for growth up to 2040

Contributing towards the delivery of new housing completions above adopted Local Plan targets

Enabling an increase in the % of affordable, supported and specialist homes delivered in the borough

Working across services and with government agencies and partners to identify and lobby for investment into estate renewal plans with an initial focus on Sutton Hill

Everyone benefits from a thriving economy



**Our aim – the business community will be more resilient and productive and entrepreneurship and innovation will increase**

**Our key performance measures – we will assess the impact we're having by:**

Increasing number of businesses supported by Invest Telford

Increasing the number of start-ups supported

Developing new ways to connect businesses to new markets and support diversification including through our app – Hello Telford

Delivering Place Plans for our Borough Town High Streets (Dawley, Madeley, Wellington, Oakengates; Ironbridge and Newport)

Bringing more empty premises in our Borough Towns back in use supporting the diversifications and resilience for our high streets

**Our aim – Growth and investment will increase**

**Our key performance measures – we will assess the impact we're having by:**

Increasing the number of new businesses investing in the Borough either domestic or FDI

Increasing the number of existing businesses investing to expand in the Borough

With business leaders and stakeholders driving delivery to our Invest Telford Economic Development Strategy through the Invest Telford Partnership

Publishing a new economic prospectus for the Borough driving Telford's ambitions for growth, investment and economic recovery

Supporting the implementation of the Telford Town Deal and Thrive Telford programme

Lobbying Government for investment into infrastructure and business support activities

**Our aim – employment opportunities for all our communities will be created and skills will be tailored to business need**

**Our key performance measures – we will assess the impact we're having by:**

Ensuring that skills provision meets the needs of businesses across all sectors, with a particular focus on non-apprenticeship, short and modular training

Reviewing and streamlining employability related training provision

Continue to support businesses to raise their profile locally by helping them create engaging video and other marketing content

Increase the direct engagement of businesses with hard to reach communities through work local

Tackle barriers to employment by working with the Council's Transport Service to create transport solutions to better connect job seekers with job opportunities

**Our natural environment is protected, and the Council has a leading role in addressing the climate emergency**



**Our aim – to provide the framework and direct opportunities for carbon neutral development in the borough in support of the Council's Climate Change Action Plan**

**Our key performance measures – we will assess the impact we're having by:**

Establishing policies through the review of the Local Development Plan that support increased biodiversity, green infrastructure and energy efficient development in the borough

**A community-focussed, innovative council providing efficient, effective and quality services**



**Our aim – we will innovate and seek the best ways to deliver housing services and employment opportunities that are responsive to community need and benefit all residents of the borough**

**Our key performance measures – we will have an impact by:**

Engaging local communities in the planning process supporting parishes with Neighbourhood Plans

# OUR ACHIEVEMENTS



## On site with the delivery of 244 dwellings

across five sites within the Borough including Future Homes, accessible and adaptable homes



## Formal declaration of a further 2 new LNR's

Formal declaration of a further 2 new LNR's Langley Fields in Dawley and Horsehay and Simpsons Pools in Horsehay, bring the total number of Local Nature Reserves in Telford and Wrekin to 20 in December 2024, covering more than 617 hectares, equivalent to almost 250 full-sized football pitches



Completed refurbishment de carbonidation works at Oakengates Leisure Centre  
This has improved its EPC rating from C to B and will save an estimated 114,000kwh of energy per annum



**Completed Lawley Academy expansion**  
which includes  
210 extra pupil places and a nursery provision



**Acquired and refurbished 38 homes**  
as part of the Telford & Wrekin Homes Programme



Telford Land Deal Generated £11.7m in land sales during 23/24 that will deliver 35,407sqm of employment floor space and 34 new homes

# SERVICE RISKS

- 1 High interest rates continue to **impact the viability of investments** into new dwellings within the Housing Investment Programme.
- 2 **Projected rents cannot be realised** resulting in pressure on viability and income targets.
- 3 Planning policy requirements affecting **viability of development proposals and capital receipts from disposals**.

The table below shows the revenue budget for 2024/25 for the Prosperity and Investment directorate.

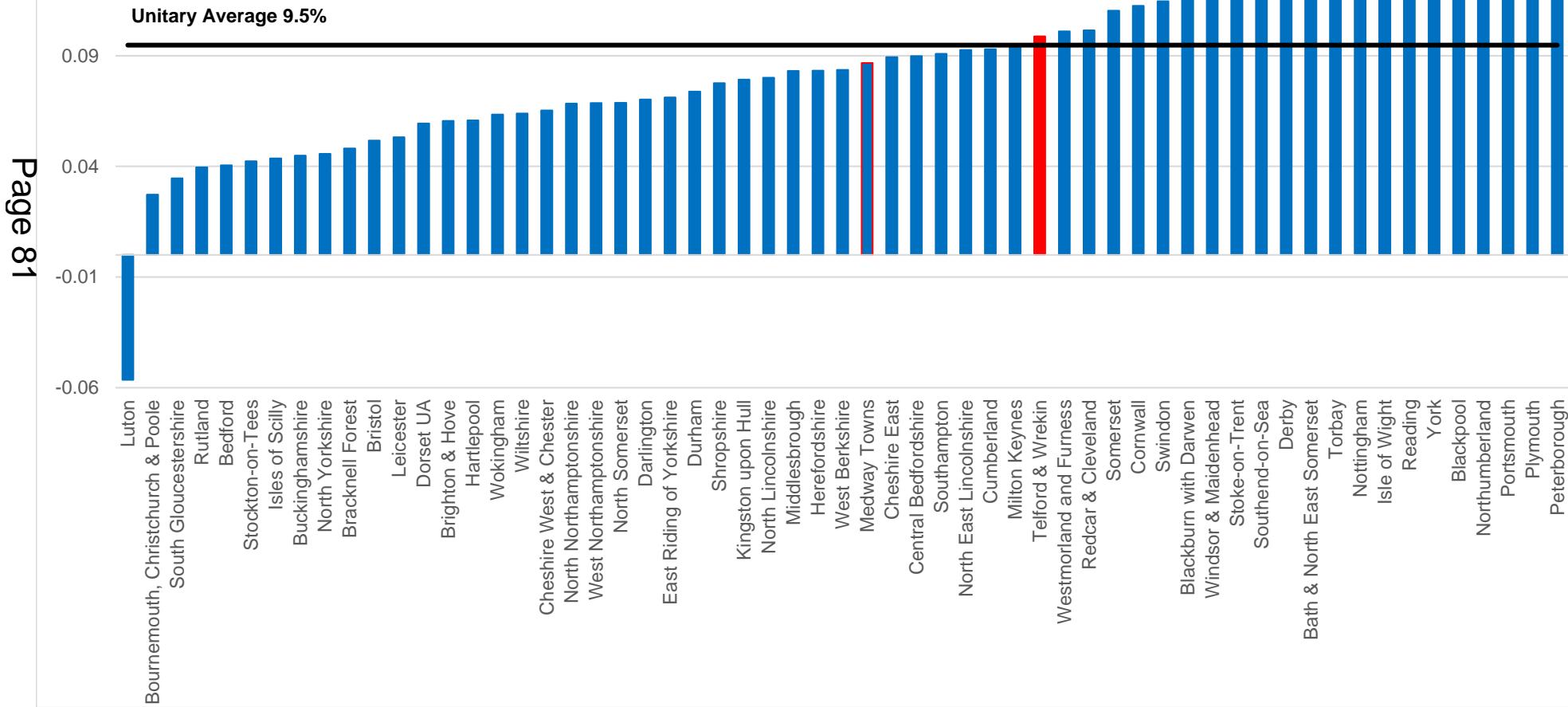
## EXPENDITURE £'000

Capital financing	3,039
Employees	7,739
Premises	10,963
Supplies and services	2,581
Support services	2,446
Third party payments	464
Transfer payments	-
Transport	153
<b>Total EXPENDITURE</b>	<b>27,385</b>

## INCOME £'000

Interest receipts	-
Fees and charges	99
Government grants	847
Other grants, reimbursements and contributions	100
Recharges to other services	11,210
Rents	11,580
Sales	10,319
<b>Total INCOME</b>	<b>34,155</b>
<b>NET EXPENDITURE</b>	<b>-6,770</b>

## Financing Cost to Net Revenue Stream - 2024/25 Unitary Authorities



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## APPENDIX 6

### Usable Balances at 1 April 2029

		Balance at 01-Apr-29 £m
<b>Total Reserves and Balances</b>		<b>94.92</b>
<b>Less Commitments/Earmarked Funds:</b>		
School Funds	Balances held on behalf of schools; therefore not available to the Council	- 13.56
Grant funding	Grant funding received and fully committed in the budget strategy	- 10.14
Insurance Reserves	Required to cover policy excesses and other costs such as claims prior to 1998 (unitary)	- 0.85
Other Corporate Items	For Example ITS/Capacity Fund, severance fund	- 16.77
Single Status	Provision for equal pay settlement	- 8.85
Specific Earmarked Service Balances	Residual balances held by services following a rigorous review of balances undertaken	- 18.49
<b>Residual General Working Balances</b>		<b>26.27</b>
<b>Made up of:</b>		
One Off Funds	Identified to support the Medium Term Budget Strategy	21.70
One Off Funds	General/Special Fund Balances	4.57
		<b>26.27</b>

DIRECTOR	Description	Description	Actual Balance at 31.3.2024	Estimated Change during 2024 / 2025	Estimated Closing Balance 2024 / 2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Purpose and Comments
<b>Finance, People &amp; IDT</b>														
<b>Finance, People &amp; IDT</b>														
Finance, People & IDT	Revenues Reserve		(118,210.97)	83,598.00	(34,612.97)	34,612.97	0.00		0.00		0.00		0.00	To fund posts in staffing budget
Finance, People & IDT	Resource Link Reserve		(212,350.11)	10,000.00	(202,350.11)	202,350.11			0.00		0.00		0.00	To fund Resource link HCM Cloud system
Finance, People & IDT	Finance Workforce Development		(28,891.33)		(28,891.33)		(28,891.33)	28,891.33	0.00		0.00		0.00	Training and development costs of Finance staff
Finance, People & IDT	Fin Systems & New Technology		(17,899.92)		(17,899.92)		(17,899.92)	17,899.92	0.00		0.00		0.00	Committed to Financial Management system
Finance, People & IDT	Organisational Development	Coaching & Mentoring	665.00	(665.00)	0.00		0.00		0.00		0.00		0.00	Budgeted use to support Council Wide Staff Training
Finance, People & IDT	Organisational Development	Supported Employment	(269.42)		(269.42)		(269.42)	269.42	0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Organisational Development	TW4U committee balance	(1,778.78)		(1,778.78)		(1,778.78)	1,778.78	0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Organisational Development	Apprenticeship Corporate	(39,085.84)		(39,085.84)	19,542.92	(19,542.92)	19,542.92	0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Organisational Development	Leadership & Management	42,980.23	(42,980.23)	0.00		0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Organisational Development		(116,345.71)	43,645.23	(72,700.48)	36,350.24	(36,350.24)	36,350.24	0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Salary Sacrifice 4 Cars		(37,531.46)		(37,531.46)		(37,531.46)		(37,531.46)		(37,531.46)		(37,531.46)	Scheme Holding account - committed
Finance, People & IDT	COVID Grants - Corporate	Compliance & Enforcement Grant	(257.55)	257.55	0.00		0.00		0.00		0.00		0.00	Small balance will be drawn down in 24/25
Finance, People & IDT	Miscellaneous		(0.26)		(0.26)		(0.26)		(0.26)		(0.26)		(0.26)	
Finance, People & IDT	External Audit Fee Reserves		(48,000.00)	48,000.00	0.00		0.00		0.00		0.00		0.00	To cover outstanding Audit Fees
<b>Finance, People &amp; IDT Total</b>			<b>(576,976.12)</b>	<b>141,855.55</b>	<b>(435,120.57)</b>	<b>292,856.24</b>	<b>(142,264.33)</b>	<b>104,732.61</b>	<b>(37,531.72)</b>	<b>0.00</b>	<b>(37,531.72)</b>	<b>0.00</b>	<b>(37,531.72)</b>	
<b>Policy &amp; Governance</b>														
<b>Policy &amp; Governance</b>														
Policy & Governance	Cemeteries Ground Maintenance		(146,390.88)		(146,390.88)		(146,390.88)		(146,390.88)		(146,390.88)		(146,390.88)	Committed to fund cemeteries costs
Policy & Governance	Legal Reserve		(15,745.00)		(15,745.00)		(15,745.00)		(15,745.00)		(15,745.00)		(15,745.00)	Committed to legal costs
Policy & Governance	Members Reserve		(9,388.50)		(9,388.50)		(9,388.50)		(9,388.50)		(9,388.50)		(9,388.50)	Funding to support Member development and training
Policy & Governance	Single Status Reserve		(377.15)	377.15	0.00		0.00		0.00		0.00		0.00	Small balance will be drawn down in 24/25
Policy & Governance	Self Insurance Fund		(850,746.58)	423,000.00	(427,746.58)	300,000.00	(127,746.58)	26,000.00	(101,746.58)	26,000.00	(75,746.58)	26,000.00	(49,746.58)	Estimated future years usage based on prior years.
Policy & Governance	Election Equalisation Prov	Election Equalisation Prov	(113,755.36)		(113,755.36)		(113,755.36)		(113,755.36)		(113,755.36)		(113,755.36)	Set aside to assist in funding future local elections
Policy & Governance	Armed Forces Calm Cafes	Armed Forces Calm Cafes	(31,820.00)	9,874.00	(21,946.00)		(21,946.00)		(21,946.00)		(21,946.00)		(21,946.00)	Committed
Policy & Governance	Res/Comm Gov Reserve & Prov	Delivery & Planning Reserve	(89,497.26)		(89,497.26)		(89,497.26)		(89,497.26)		(89,497.26)		(89,497.26)	Committed to leadership and management development
Policy & Governance	Public Protection - Confiscated Proceeds from Crime		(17,637.52)	17,637.52	0.00		0.00		0.00		0.00		0.00	Balance committed in 24/25
<b>Policy &amp; Governance Total</b>			<b>(1,275,358.25)</b>	<b>450,888.67</b>	<b>(824,469.58)</b>	<b>300,000.00</b>	<b>(524,469.58)</b>	<b>26,000.00</b>	<b>(498,469.58)</b>	<b>139,755.36</b>	<b>(358,714.22)</b>	<b>26,000.00</b>	<b>(332,714.22)</b>	
<b>Adult Social Care</b>														
<b>Adult Social Care</b>														
Adult Social Care	Transformation Posts Reserve		(135,618.97)	110,087.50	(25,531.47)	25,531.47	0.00		0.00		0.00		0.00	Includes ring fenced grant for digitisation of service and capacity to deliver CQC improvement plan.
Adult Social Care	PCT Monies	Carers S256	(75,131.43)	75,131.43	0.00	0.00	0.00		0.00		0.00		0.00	Carers partnership board commitment and CQC improvement plan
Adult Social Care	PCT Monies	Autism S256	(25,412.69)	25,412.69	0.00	0.00	0.00		0.00		0.00		0.00	Committed to fund Autism lead
Adult Social Care	Health & Care Grants	Social Care Reform Grant	(27,398.93)	27,398.93	0.00		0.00		0.00		0.00		0.00	CQC improvement plan
Adult Social Care	Change Programme	Default	(133,508.71)	133,508.71	0.00	0.00	0.00		0.00		0.00		0.00	Committed to actions in CQC Action Plan
Adult Social Care	Winter Pressures		(6,757.83)	6,757.83	0.00		0.00		0.00		0.00		0.00	BCF reablement funding being used in 24/25
Adult Social Care	Care Bill Phase 2		(487.32)	487.32	0.00		0.00		0.00		0.00		0.00	Small balance will be drawn down in 24/25
Adult Social Care	Capacity Building Projects		(39,950.81)	39,950.81	0.00		0.00		0.00		0.00		0.00	CQC improvement plan
Adult Social Care	Safeguarding & Strategic Management		(19,202.49)	19,202.49	0.00		0.00		0.00		0.00		0.00	DOLS legal fees/backlog
Adult Social Care	BCF Reserve		(98,478.00)	98,478.00	0.00		0.00		0.00		0.00		0.00	BCF reablement reserve and included in modelling for 24/25
Adult Social Care	BCF/TCP Section 75 Agreement	TCP	(25,141.72)	25,141.72	0.00		0.00		0.00		0.00		0.00	In place for mitigation of any financial risks associated with TCP.
Adult Social Care	BCF/TCP Section 75 Agreement	Community Discharge Fund	(388,277.28)	119,739.00	(268,538.28)	122,020.00	(146,518.28)	146,518.28	0.00		0.00		0.00	Facilitating discharge from institutional care for LD clients including Autism lead
Adult Social Care	Mental Health Initiatives		(77,869.00)		(77,869.00)	77,869.00	0.00		0.00		0.00		0.00	Committed ICB funding for Mental Health initiatives
Adult Social Care	Commissioning		(413,563.75)	229,686.00	(183,877.75)	183,878.00	0.25		0.25		0.25		0.25	Accelerated reform grant awarded for projects to improve SC being used for carers and shared lives. The remainder is ICS funding for Commissioning lead
Adult Social Care	Procurement Advice Reserve	Purchasing Advice Reserve	(70,804.24)	70,804.24	0.00		0.00		0.00		0.00		0.00	Funding Brokerage Officers
Adult Social Care	Procurement Advice Reserve		41,243.24	(41,243.24)	0.00		0.00		0.00		0.00		0.00	Funding Brokerage Officers
Adult Social Care	Carers Services		(29,500.24)	29,500.24	0.00		0.00		0.00		0.00		0.00	Required for CQC improvement plan
Adult Social Care	My Options		(25,853.36)	12,926.68	(12,926.68)	12,926.68	0.0							

DIRECTOR	Description	Description	Actual Balance at 31.3.2024	Estimated Change during 2024 / 2025	Estimated Closing Balance 2024 / 2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Purpose and Comments
Housing, Commercial & Customer Services	Homelessness Prevention		(89,420.20)	89,420.00	(0.20)		(0.20)		(0.20)		(0.20)		(0.20)	Committed to support in year position
Housing, Commercial & Customer Services	Rough Sleeping Reserves		(275,793.95)	32,215.00	(243,578.95)	63,335.00	(180,243.95)	63,335.00	(116,908.95)	63,335.00	(53,573.95)	53,574.00	0.05	To fund initiatives as RSI grant drops out in 25/26
Housing, Commercial & Customer Services	Rough Sleeping Initiatives Grant - In year grant allocations		0.00		0.00		0.00		0.00		0.00		0.00	Supporting rough sleeping initiatives
Housing, Commercial & Customer Services	Works in Default - Private Sector Housing	70, Farm Lodge Grove, Malinslee	(168.68)	168.68	0.00									To be fully applied in 24/25.
Housing, Commercial & Customer Services	Housing Investment reserve	Housing Advisors Programme	(12,500.00)		(12,500.00)		(12,500.00)		(12,500.00)		(12,500.00)		(12,500.00)	Committed
Housing, Commercial & Customer Services	Housing Investment reserve		(52,500.00)	20,000.00	(32,500.00)	32,500.00	0.00		0.00		0.00		0.00	Committed to fund Housing Strategy works
Housing, Commercial & Customer Services	Town's Deal		(228,449.12)	228,449.12	0.00		0.00		0.00		0.00		0.00	Committed as part of Town Fund Deal.
Housing, Commercial & Customer Services	Housing strategy consultancy support		(87,103.00)	12,440.00	(74,663.00)	1,860.00	(72,803.00)	1,860.00	(70,943.00)	1,860.00	(69,083.00)	1,860.00	(67,223.00)	Committed to fund staffing
Housing, Commercial & Customer Services	Private sector housing holding code		(85,960.82)	31,910.00	(54,050.82)	54,051.00	0.18		0.18		0.18		0.18	Committed to fund staffing
Housing, Commercial & Customer Services	Private sector housing holding code	Civil Penalties	(16,826.00)	16,826.00	0.00		0.00		0.00		0.00		0.00	To be applied in 24/25
Housing, Commercial & Customer Services	Private sector housing holding code	Energy Performance Certificates	(1,600.00)	1,600.00	0.00		0.00		0.00		0.00		0.00	To be applied in 24/25
Housing, Commercial & Customer Services	Private sector housing holding code	Rent Repay Orders	(10,136.56)	10,136.56	0.00		0.00		0.00		0.00		0.00	To be applied in 24/25
Housing, Commercial & Customer Services	Private sector housing holding code	S.50 Charges	(7,543.66)	7,543.66	0.00		0.00		0.00		0.00		0.00	To be applied in 24/25
Housing, Commercial & Customer Services	Telford Town Park Commuted Sums	Parks for People - M&M HLF Grant	(79,960.00)	79,960.00	0.00		0.00		0.00		0.00		0.00	Grant funding to be applied in 2024/25
Housing, Commercial & Customer Services	Res/Comm Gov Reserve & Prov	Voluntary Sector Grant Fund	(186,871.66)	76,729.30	(110,142.36)	19,726.46	(90,415.90)	19,726.46	(70,689.44)	19,726.46	(50,962.97)	19,726.46	(31,236.51)	Committed
Housing, Commercial & Customer Services	Leisure/Aspirations Invest to Save	OLAS Data Take on	10,450.40	(10,450.40)	0.00		0.00		0.00		0.00		0.00	See below
Housing, Commercial & Customer Services	Leisure/Aspirations Invest to Save		(44,338.15)	44,338.15	0.00		0.00		0.00		0.00		0.00	Balance to be drawn down in 24/25
Housing, Commercial & Customer Services	Education Catering		(30,000.00)	15,000.00	(15,000.00)	15,000.00	0.00		0.00		0.00		0.00	To fund a post in 24/25 & 25/26.
Housing, Commercial & Customer Services	Accommodation for Ex-Offenders Grant		(34,829.95)	34,829.95	0.00		0.00		0.00		0.00		0.00	Fully applied in 24/25, grant has to be spent on Ex-Offenders accommodation support.
Housing, Commercial & Customer Services	Res/Comm Gov Reserve & Prov	Revs & Bens Staffing Reserve	(150,563.18)	94,215.00	(56,348.18)	40,348.00	(16,000.18)	8,000.00	(8,000.18)	8,000.00	(0.18)		(0.18)	Committed to staffing structure
Housing, Commercial & Customer Services	Budget Strategy Reserve	Cultural, Tourism and public event initiatives and activities	(185,938.36)	185,938.36	0.00		0.00		0.00		0.00		0.00	To fund the events programme for 2024/25.
Housing, Commercial & Customer			(2,486,174.62)	1,492,994.02	(993,180.60)	496,076.46	(497,104.14)	217,377.46	(279,726.68)	92,921.46	(186,805.21)	75,160.46	(111,644.75)	
<b>Children's Safeguarding &amp; Family Support</b>														
Children's Safeguarding & Family Support	Children's Services		16,540.72	(16,540.72)	0.00		0.00		0.00		0.00		0.00	Committed
Children's Safeguarding & Family Support	Children's Services		(30,808.00)	30,808.00	0.00		0.00		0.00		0.00		0.00	Committed
Children's Safeguarding & Family Support	Secure remand funding		(140,528.00)	45,000.00	(95,528.00)	45,000.00	(50,528.00)	50,528.00	0.00		0.00		0.00	
Children's Safeguarding & Family Support	Social Work Grant		(17,788.44)		(17,788.44)		(17,788.44)		(17,788.44)		(17,788.44)		(17,788.44)	Required in 2024/25
Children's Safeguarding & Family Support	Troubled Families Programme		(186,958.13)	186,958.13	0.00		0.00		0.00		0.00		0.00	Committed to in year monitoring position
Children's Safeguarding & Family Support	University Students		(24,226.79)	10,126.60	(14,100.19)	10,126.60	(3,973.59)	3,973.59	0.00		0.00		0.00	Training grant - committed spend in 24/25 plus assumed use at same level in 25/26
Children's Safeguarding & Family Support	Family Safeguarding Model (Hertfordshire)		(556,167.38)	556,167.38	0.00		0.00		0.00		0.00		0.00	Committed in 24/25.
Children's Safeguarding & Family Support	Unaccompanied Asylum Seekers		(960,786.81)	126,455.00	(834,331.81)	128,984.10	(705,347.71)	131,563.78	(573,783.93)	134,195.06	(439,588.87)	136,878.96	(302,709.91)	Balance of funding after placement costs and additional staffing requirements. Assumes grant continues at same level. Piece of work taking place to map over future years as with resettlement model
Children's Safeguarding & Family Support	Reducing Parental Conflict		(13,212.45)	13,212.45	0.00		0.00		0.00		0.00		0.00	Balance of grant committed in 24/25
Children's Safeguarding & Family Support	New Burdens - Personal Advisors		(63,451.86)	63,451.86	0.00		0.00		0.00		0.00		0.00	Committed to in year monitoring position
Children's Safeguarding & Family Support	NAAS Grant Income		(18,463.51)	18,463.51	0.00		0.00		0.00		0.00		0.00	National assessment and accreditation scheme. Covering training expenses in 24/25
Children's Safeguarding & Family Support	Family Network Grant	Family Network Grant	(383,925.10)	383,925.10	0.00		0.00		0.00		0.00		0.00	To be spent by 31/3/25
Children's Safeguarding & Family Support	Control a/s Social Work Improvement Fund	Control a/s Social Work Improvement Fund	(44,693.31)	44,693.31	0.00		0.00		0.00		0.00		0.00	Grant unapplied; nil by the end of 24/25
Children's Safeguarding & Family Support	Child Sexual Exploitation	Child Sexual Exploitation	(6,480.00)	6,480.00	0.00		0.00		0.00		0.00		0.00	Grant unapplied; nil by the end of 24/25
Children's Safeguarding & Family Support	Frontline	Frontline	(211.27)	211.27	0.00		0.00		0.00		0.00		0.00	Grant unapplied; nil by the end of 24/25
Children's Safeguarding & Family Support	Family Hubs	Family Hubs	(87,200.00)	87,200.00	0.00		0.00		0.00		0.00		0.00	Committed as part of 3 year programme
Children's Safeguarding & Family Support	Sector Led Improvement	Sector Led Improvement	(26,331.89)	26,331.89	0.00		0.00		0.00		0.00		0.00	SLIP grant - funding of post
Children's Safeguarding & Family Support	Working Together Grant	Working Together Grant	(47,300.00)		(47,300.00)		(47,300.00)		(47,300.00)		(47,300.00)		(47,300.00)	Safeguarding partnership
Children's Safeguarding & Family Support	C&YP LSCB		(73,170.45)		(73,170.45)		(73,170.45)		(73,170.45)		(73,170.45)		(73,170.45)	Funding for Joint Board
Children's Safeguarding & Family Support			(2,665,162.67)	1,582,943.78	(1,082,218.89)	184,110.70	(898,108.19)	186,065.37	(712,042.82)	134,195.06	(577,847.76)	136,878.96	(440,968.80)	
<b>Education &amp; Skills</b>														
Education & Skills	Arthog Trading Provision		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)	Small trading provision
Education & Skills	Virtual School Heads - Grant		(161,843.47)	14,204.37	(147,639.10)	147,639.10	0.00		0.00		0.00		0.00	To Support staffing in Virtual School - relates to unspent grants in year
Education & Skills	Early Years Grants		(98,814.00)	98,814.00	0.00		0.00		0.00		0.00			

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Education & Skills	Stop Loss Provision		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)	To cover the excess on LA school insurance policies (e.g. in the event of a fire at school)
Education & Skills	Nursery Sustainability		(49,151.72)	49,151.72	0.00		0.00		0.00		0.00		0.00	Committed
Education & Skills	SEN Review Reserve		(28,938.91)		(28,938.91)		(28,938.91)		(28,938.91)		(28,938.91)		(28,938.91)	
Education & Skills	Coronavirus (COVID-19) catch-up premium C/A	CV19 Tutoring Catch Up	(127,886.28)		(127,886.28)	127,886.00	(0.28)		(0.28)		(0.28)		(0.28)	Records income and expenditure on the COVID Grants. Balance remaining relates to the National Tutoring Programme, which is clawed back from schools if specified activities are not undertaken, several schools have confirmed that they will not comply with the conditions and therefore funds will need to be returned.
Education & Skills	Single Status Provision		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)	Provision for potential costs for single status
Education & Skills	Youth Unemployment		(371,471.82)		(371,471.82)	371,471.82	0.00		0.00		0.00		0.00	Youth unemployment initiatives and costs
Education & Skills	School Balances - Revenue Reserves		(2,871,957.27)	185,488.00	(2,686,469.27)		(2,686,469.27)		(2,686,469.27)		(2,686,469.27)		(2,686,469.27)	Maintained school balances from delegated accounts
Education & Skills	School Balances - Capital		(1,142,954.27)	74,407.36	(1,068,546.91)		(1,068,546.91)		(1,068,546.91)		(1,068,546.91)		(1,068,546.91)	Maintained school balances from delegated accounts
Education & Skills	School Balances - Revenue		(7,797,016.52)	5,752,530.41	(2,044,486.11)		(2,044,486.11)		(2,044,486.11)		(2,044,486.11)		(2,044,486.11)	Maintained school balances from delegated accounts
Education & Skills	School Reserves - Community Accounts		(859,226.62)		(859,226.62)		(859,226.62)		(859,226.62)		(859,226.62)		(859,226.62)	Maintained school balances from collective school accounts
Education & Skills	Lifelong Learning Grant		(7,168.09)	7,168.09	0.00		0.00		0.00		0.00		0.00	Spans academic year. Learn Telford Grant
Education & Skills	Moderation Grant	Moderation Grant	(1.90)	1.90	0.00		0.00		0.00		0.00		0.00	Small balance to be used in 24/25
<b>Education &amp; Skills Total</b>			<b>(14,530,300.04)</b>	<b>6,272,138.13</b>	<b>(8,258,161.91)</b>	<b>646,996.92</b>	<b>(7,611,164.99)</b>	<b>0.00</b>	<b>(7,611,164.99)</b>	<b>0.00</b>	<b>(7,611,164.99)</b>	<b>0.00</b>	<b>(7,611,164.99)</b>	
<b>Health &amp; Wellbeing</b>														
Health & Wellbeing	Public Health Grant		(2,270,994.55)	1,246,622.00	(1,024,372.55)	730,748.00	(293,624.55)	293,624.55	0.00		0.00		0.00	Public Health eligible spending funding various commitments and projects
Health & Wellbeing	Domestic Abuse Reserve		(50,000.00)	25,000.00	(25,000.00)	25,000.00	0.00		0.00		0.00		0.00	Capacity building grant from MHCLG-Supplements spending on Domestic abuse reported to Domestic Abuse Partnership Board
Health & Wellbeing	Suicide Prevention Reserve		(80,781.80)	59,338.00	(21,443.80)	21,443.80	0.00		0.00		0.00		0.00	ICB funding committed to Suicide prevention spending
Health & Wellbeing	TWC Reserve - Covid Outbreak Fund Investment & Health Inequalities		(25,013.36)	25,013.36	0.00		0.00		0.00		0.00		0.00	Committed to in year monitoring position
Health & Wellbeing	Sponsorship Fund		(1,070.35)	1,070.35	0.00		0.00		0.00		0.00		0.00	Miscellaneous grant funding for HWB projects
Health & Wellbeing	Sponsorship Fund	Sponsorship Fund	(3,259.29)	3,259.29	0.00		0.00		0.00		0.00		0.00	Miscellaneous grant funding for HWB projects
<b>Health &amp; Wellbeing Total</b>			<b>(2,431,119.35)</b>	<b>1,360,303.00</b>	<b>(1,070,816.35)</b>	<b>777,191.80</b>	<b>(293,624.55)</b>	<b>293,624.55</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>Neighbourhood &amp; Enforcement</b>														
Neighbourhood & Enforcement Services	Community Safety - Anti Social Behaviour		(50,451.81)	25,000.00	(25,451.81)	25,452.00	0.19		0.19		0.19		0.19	Ongoing maintenance costs of additional CCTV
Neighbourhood & Enforcement Services	Fly Tipping Grant Reserve		(3,430.00)	3,430.00	0.00		0.00		0.00		0.00		0.00	Litter picking
Neighbourhood & Enforcement Services	COALBROOKDALE WATER COURSE RESERVE		(97,612.16)	97,612.16	0.00		0.00		0.00		0.00		0.00	Coalbrookdale Water course (to cover future de silting costs). Works planned in 24/25
Neighbourhood & Enforcement Services	Stoney Hill Landfill		(22,138.00)	22,138.00	0.00		0.00		0.00		0.00		0.00	Periodic cleaning & maintenance of the silo's
Neighbourhood & Enforcement Services	Street Lighting Works		(63,652.38)	63,652.38	0.00		0.00		0.00		0.00		0.00	Committed in 24/25
Neighbourhood & Enforcement Services	DEFRA - Lead Local Flood Authority		(16,852.64)	3,370.53	(13,482.11)	3,370.53	(10,111.58)	3,370.53	(6,741.06)	3,370.53	(3,370.53)	3,370.53	0.00	Funding for Coalbrookdale Flood management scheme
Neighbourhood & Enforcement Services	Transport Bus Subsidy		(100,234.65)		(100,234.65)	100,234.65	0.00		0.00		0.00		0.00	Included within current monitoring position funding subsidised routes
Neighbourhood & Enforcement Services	Neighbourhood Services		(24,400.01)	24,400.01	0.00		0.00		0.00		0.00		0.00	Included within current monitoring position
Neighbourhood & Enforcement Services	Pocket Parks		(33,904.00)	33,904.00	0.00		0.00		0.00		0.00		0.00	Funding from parks improvement fund
Neighbourhood & Enforcement Services	Tree Replacement Programme		(19,165.00)	19,165.00	0.00		0.00		0.00		0.00		0.00	Committed to programme
Neighbourhood & Enforcement Services	Reserves - Afghan Relocation Scheme	Family 2	(3,272,396.52)	1,223,425.01	(2,048,971.51)	1,418,270.00	(630,701.51)	545,517.48	(85,184.03)	85,184.03	0.00		0.00	Grant funding; committed
Neighbourhood & Enforcement Services	Safer Communities		(85,024.59)	85,025.00	0.41		0.41		0.41		0.41		0.41	Full committed in 24/25 as part of safer streets programme with PCC
Neighbourhood & Enforcement Services	Reserves - Ukrainian Refugee Scheme		(1,631,613.05)	1,515,014.04	(116,599.01)		(116,599.01)	50,198.49	(66,400.52)	66,400.52	0.00		0.00	Grant funding; committed
Neighbourhood & Enforcement Services	Syrian Resettlement Programme (SRP)	Syrian Resettlement Programme	(212,309.03)	127,125.00	(85,184.03)		(85,184.03)	85,184.03	0.00		0.00		0.00	Grant funding; committed
Neighbourhood & Enforcement Services	Fleet Reserve		(2,729.42)	2,729.42	0.00		0.00		0.00		0.00		0.00	Included in current monitoring position
Neighbourhood & Enforcement Services	Strategic Transport Grants	Active Travel	(154,600.13)	30,000.13	(124,600.00)	60,000.00	(64,600.00)	64,600.00	0.00		0.00		0.00	Spending in line with Active travel grant profile
Neighbourhood & Enforcement Services	Strategic Transport Grants	LTP Development	(115,311.86)	115,311.86	0.00		0.00		0.00		0.00		0.00	Included in current projections re. Subsidised routes
Neighbourhood & Enforcement Services	Strategic Transport Grants	LEVI	(220,398.17)	58,248.17	(162,150.00)	162,150.00	0.00		0.00		0.00		0.00	Spending in line with LEVI grant profile
Neighbourhood & Enforcement Services	Bikeability		(10,807.55)	10,807.55	0.00		0.00		0.00		0.00		0.00	Included in current projections
Neighbourhood & Enforcement Services	Waste Procurement		(160,794.96)	160,794.96	0.00		0.00		0.00		0.00		0.00	Committed
Neighbourhood & Enforcement Services	Environmental Serv Gen Res	Grounds contract Additional Works	(8,161.00)	1,390.00	(6,771.00)	1,390.00	(5,381.00)	1,390.00	(3,991.00)	1,390.00	(2,601.00)	1,390.00	(1,211.00)	Committed to works
Neighbourhood & Enforcement Services	Environmental Serv Gen Res	Total Place Enhancement	(56,623.98)	56,623.98	0.00		0.00		0.00		0.00		0.00	Committed to tree team programme
Neighbourhood & Enforcement Services	Environmental Serv Gen Res		(85,916.13)	27,090.00	(58,826.13)	27,631.80	(31,194.33)	28,184.44	(3,009.89)		(3,009.89)		(3,009.89)	Funding of post
Neighbourhood & Enforcement Services	Reserve - Asylum Seekers		(112,750.00)	52,000.00	(60,750.00)	60,750.00	0.00		0.00		0.00		0.00	Grant funding; committed
Neighbourhood & Enforcement Services	Provision for Local Nature Reserve		(24,000.00)		(24,000.00)									

DIRECTOR	Description	Description	Actual Balance at 31.3.2024	Estimated Change during 2024 / 2025	Estimated Closing Balance 2024 / 2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Purpose and Comments
Prosperity & Investment	Great Crested Newt's DLL		(196,108.33)	5,950.00	(190,158.33)		(190,158.33)		(190,158.33)		(190,158.33)		(190,158.33)	Income from developer licencing to fund pond creation works re: Great Crested Newts, Natural England funding of £23,305 to repay. This will be used to fund development of new ponds as and when required to ensure speedier application processes to aid speedier development.
Prosperity & Investment	SEDN - Ecological Data		(38,169.92)	11,500.00	(26,669.92)		(26,669.92)		(26,669.92)		(26,669.92)		(26,669.92)	T&W have financial responsibility for the Shropshire Ecological Data Network. Budget from grant funding ( Shropshire Council, TVC and Environment Agency), Funds to be held and spent on works delivered by biological recorders who make bids to the steering group.
Prosperity & Investment	Planning Appeal Costs		(40,000.00)	40,000.00	0.00		0.00		0.00		0.00		0.00	Legal costs as a result of planning appeals and Enquiries, incl in projections.
Prosperity & Investment	Development Planning System		(25,500.00)	25,500.00	0.00		0.00		0.00		0.00		0.00	To fund Development Planning and Building control New Systems, included within projections.
Prosperity & Investment	Marches Investment Fund – Strategic Tourism and Business Fund		(27,959.77)	3,000.00	(24,959.77)	3,000.00	(21,959.77)	3,000.00	(18,959.77)	3,000.00	(15,959.77)	3,000.00	(12,959.77)	Strategic Tourism and Business Fund, commitments of £3k p.a.
Prosperity & Investment	Strategic Company Support		(336,822.23)	102,200.00	(234,622.23)	102,200.00	(132,422.23)	102,200.00	(30,222.23)	30,222.00	(0.23)		(0.23)	Funding 2 x posts
Prosperity & Investment	Economic Development Strategies		(20,584.82)	20,584.82	0.00		0.00		0.00		0.00		0.00	Included in current monitoring position.
Prosperity & Investment	Pride in Wellington Station		(1,095.83)	1,095.83	0.00		0.00		0.00		0.00		0.00	Wellington Train Station.
Prosperity & Investment	Neighbourhood Frontrunners	Tibberton and Cherrington PC	(9,821.98)	9,821.98	0.00		0.00		0.00		0.00		0.00	Balance of grant funded for Neighbourhood plan expenditure. To be fully applied in 24/25.
Prosperity & Investment	PIP Reserve contribution Account		(50,705.93)	50,705.93	0.00		0.00		0.00		0.00		0.00	Fully applied to fund 24/25 one off use of reserves
Prosperity & Investment	Sums held on behalf of others		(9,810.45)	9,810.45	0.00		0.00		0.00		0.00		0.00	Fully applied to 24/25 financial position
Prosperity & Investment	PIP – Ageing PIP properties sinking fund		(53,491.54)	53,491.92	0.38		0.38		0.38		0.38		0.38	Balance held to repair and maintain ageing PIP properties to a rentable state, fully applied in 24/25
Prosperity & Investment	Dilapidations - PIP	Various	(328,838.53)	236,123.00	(92,715.53)		(92,715.53)		(92,715.53)		(92,715.53)		(92,715.53)	Fund reinstatements to properties once vacated by tenant to bring up to standard for re-letting.
Prosperity & Investment	Local Plan Enquiry		(146,791.43)	0.00	(146,791.43)	146,791.00	(0.43)		(0.43)		(0.43)		(0.43)	Ctd to Local Plan
<b>Prosperity &amp; Investment Total</b>			<b>(1,285,700.76)</b>	<b>569,783.93</b>	<b>(715,916.83)</b>	<b>251,991.00</b>	<b>(463,925.83)</b>	<b>105,200.00</b>	<b>(358,725.83)</b>	<b>33,222.00</b>	<b>(325,503.83)</b>	<b>3,000.00</b>	<b>(322,503.83)</b>	
<b>Corporate Communications</b>														
Corporate Communications	Campaigns & Marketing Reserve		(58,150.19)		(58,150.19)		(58,150.19)		(58,150.19)		(58,150.19)		(58,150.19)	
<b>Corporate Communications Total</b>			<b>(58,150.19)</b>	<b>0.00</b>	<b>(58,150.19)</b>	<b>0.00</b>	<b>(58,150.19)</b>	<b>0.00</b>	<b>(58,150.19)</b>	<b>0.00</b>	<b>(58,150.19)</b>	<b>0.00</b>	<b>(58,150.19)</b>	
<b>Council Wide</b>														
	GF Balance		(4,093,986.44)		(4,093,986.44)		(4,093,986.44)		(4,093,986.44)		(4,093,986.44)		(4,093,986.44)	General Working Balance
	SF Balance		(474,905.95)	474,905.95	0.00		0.00		0.00		0.00		0.00	Street lighting commitments in 2024/25
Corporate Items	Capacity and ITS Fund		(3,758,227.13)	1,234,000.00	(2,524,227.13)	1,000,000.00	(1,524,227.13)	1,000,000.00	(524,227.13)		(524,227.13)		(524,227.13)	Various initiatives to build capacity and provide funding to deliver future savings. Includes support to partner organisations who take on the delivery of services.
Prosperity & Investment	HCA Liability Fund	HCA Liability Fund	(8,261,574.11)	5,698,225.00	(2,563,349.11)	895,767.00	(1,667,582.11)		(1,667,582.11)		(1,667,582.11)		(1,667,582.11)	Committed to Towns Fund projects
Corporate Items	Budget Strategy Reserve	Finance & Legal Income Equalisation & Staffing	(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)	To meet capacity needs and income variations
Corporate Items	Budget Strategy Reserve	Accommodation Reserve	(49,850.00)	49,850.00	0.00		0.00		0.00		0.00		0.00	Committed
Corporate Items	Budget Strategy Reserve	Parks Funding - Pride in Your Park	(218,174.81)	118,191.94	(99,982.87)	99,982.87	0.00		0.00		0.00		0.00	Committed spend re. Parks & Open spaces and Environmental pressures
Corporate Items	Budget Strategy Reserve	Leaving Care Service - Statutory posts	(254,000.00)	254,000.00	0.00		0.00		0.00		0.00		0.00	Included within monitoring position
Corporate Items	Budget Strategy Reserve	Environmental Programme	(162,790.52)	162,790.52	0.00		0.00		0.00		0.00		0.00	Committed spend re. Parks & Open spaces and Environmental pressures
Corporate Items	Budget Strategy Reserve	Budget Contingency	(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)	To support Medium Term Financial Strategy
Corporate Items	Budget Strategy Reserve	CSE Support	(174,790.00)	156,309.78	(18,480.22)	18,480.00	(0.22)		(0.22)		(0.22)		(0.22)	Committed to support
Corporate Items	Budget Strategy Reserve	PIP Income	(124,500.00)	124,500.00	0.00		0.00		0.00		0.00		0.00	Oakengates development PIP income shortfall from closures
Corporate Items	Budget Strategy Reserve	PIP EPC	(400,000.00)	400,000.00	0.00		0.00		0.00		0.00		0.00	To meet energy performance certificate requirements
Corporate Items	Budget Strategy Reserve	Housing Benefit Subsidy overpayment pressures	(480,000.00)	480,000.00	0.00		0.00		0.00		0.00		0.00	Committed in 24/25 MTFs
Corporate Items	Budget Strategy Reserve	Agresso 2024/25	(145,000.00)	145,000.00	0.00		0.00		0.00		0.00		0.00	Investment in Corporate Finance System
Corporate Items	Budget Strategy Reserve	CAT Team - Telford South	(174,000.00)	174,000.00	0.00		0.00		0.00		0.00		0.00	Funding of additional CAT team in 24/25
Corporate Items	Budget Strategy Reserve	Arthog	(100,000.00)	100,000.00	0.00		0.00		0.00		0.00		0.00	small balance to be used in 24/25
Corporate Items	Budget Strategy Reserve	Recovery and Regeneration	(886,633.15)	162,000.00	(724,633.15)	145,000.00	(579,633.15)		(579,633.15)		(579,633.15)		(579,633.15)	Committed to key priorities
Council Wide	Projects Capital		(162,026.92)	134,134.90	(27,892.02)	(27,892.02)	(27,892.02)		(27,892.02)		(27,892.02)		(27,892.02)	required for schools capital - s106 contributions
Corporate Items	Description Energies Reserve		(190,000.00)	190,000.00	0.00		0.00		0.00		0.00		0.00	Committed in 24/25 MTFs
Council Wide	Union Facility Time		(25,455.30)		(25,455.30)		(25,455.30)		(25,455.30)		(25,455.30)		(25,455.30)	Committed (school funds)
Council Wide	Hadley PFI Sinking Fund		(1,285,259.83)	245,000.00	(1,040,259.83)	272,000.00	(768,259.83)	329,000.00	(439,259.83)	375,000.00	(64,259.83)	64,260.00	0.17	PFI equalisation account; based on funding model
Council Wide	Capital Funding Reserve		(46,255.80)		(46,255.80)		(46,255.80)		(46,255.80)		(46,255.80)		(46,255.80)	Grant funding
Council Wide	Severance Fund		(704,737.16)	300,000.00	(404,737.16)		(404,737.16)		(404,737.16)		(404,737.16)		(404,737.16)	Fund set up to meet the one off costs of redundancies arising from restructures in order to deliver ongoing savings. The Council also has the ability to capitalise costs associated with service transformation through to March 2030
Corporate Items	Pay Related Costs Provision		(8,847,031.52)		(8,847,031.52)		(8,847,031.52)		(8,847,031.52)		(8,847,031.52)		(8,847,031.52)	Fund set aside to meet costs associated with implementing single status
Corporate Items	Income Equalisation Account		(2,027,930.00)		(2,027,930.00)		(2,027,930.00)		(2,027,930.00)		(2,027,930.00)		(2,027,930.00)	Smoothing account for significant income streams: NDR and Sales Ledger
Corporate Items	VAT and Taxation Reserve		(26,91											

DIRECTOR	Description	Description	Actual Balance at 31.3.2024	Estimated Change during 2024 / 2025	Estimated Closing Balance 2024 / 2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Purpose and Comments
Council Wide	Business Rates equalisation	Section 31 Grant - Forgone Business Rates	(518,934.00)	45,000.00	(473,934.00)		(473,934.00)		(473,934.00)		(473,934.00)		(473,934.00)	Income equalisation account for business rates
Council Wide	Covid-19	Local Authority Discretionary Grant Fund	(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)	Grant
Council Wide	Covid-19	Business Rates New Burdens Admin Cost	(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)	Grant
Council Wide	Covid-19	Transparency Code New Burdens Grant	(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)	Grant
Council Wide	Covid-19	BEIS New Burdens Grant	(723.00)		(723.00)		(723.00)		(723.00)		(723.00)		(723.00)	Grant
Council Wide	Investment in Council Priorities	Councillor Pride Funding	(923,548.93)		(923,548.93)		(923,548.93)		(923,548.93)		(923,548.93)		(923,548.93)	Committed
Council Wide	Investment in Council Priorities	Dawley Swimming Pool	(766,352.00)	4,000.00	(762,352.00)	300,000.00	(462,352.00)	462,352.00	0.00		0.00		0.00	Committed
Council Wide	Investment in Council Priorities	Green & Open Spaces - Pride in Play	(342,936.92)	156,768.51	(186,168.41)	186,168.41	0.00		0.00		0.00		0.00	Committed
Council Wide	Investment in Council Priorities	Contribution to Capital	(302,000.00)		(302,000.00)		(302,000.00)		(302,000.00)		(302,000.00)		(302,000.00)	Committed
Council Wide	Investment in Council Priorities	Mobile CCTV Vehicle	(298,935.32)		(298,935.32)		(298,935.32)		(298,935.32)		(298,935.32)		(298,935.32)	Committed
Council Wide	Investment in Council Priorities	Mobile Enforcement Hub	(240,000.00)		(240,000.00)		(240,000.00)		(240,000.00)		(240,000.00)		(240,000.00)	Committed
Council Wide	Investment in Council Priorities	Health Monitoring Resource and Purchase	(212,000.00)		(212,000.00)		(212,000.00)		(212,000.00)		(212,000.00)		(212,000.00)	Committed
Council Wide	Investment in Council Priorities	Additional Staff and Projects	(206,569.05)		(206,569.05)		(206,569.05)		(206,569.05)		(206,569.05)		(206,569.05)	Committed
Council Wide	Investment in Council Priorities	Digital Inclusion Project	(172,942.45)	94,646.63	(78,295.82)		(78,295.82)		(78,295.82)		(78,295.82)		(78,295.82)	Committed
Council Wide	Investment in Council Priorities	Fuel Poverty	(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)		(150,000.00)	Committed
Council Wide	Investment in Council Priorities	Free Swimming Lessons	(146,084.20)		(146,084.20)		(146,084.20)		(146,084.20)		(146,084.20)		(146,084.20)	Committed
Council Wide	Investment in Council Priorities	Pride in our Play Areas	(139,330.59)	78,028.96	(61,301.63)	61,301.63	0.00		0.00		0.00		0.00	Committed
Council Wide	Investment in Council Priorities	Revigoration Funding for Partnerships	(96,000.00)		(96,000.00)		(96,000.00)		(96,000.00)		(96,000.00)		(96,000.00)	Committed
Council Wide	Investment in Council Priorities	Improve PROWs	(72,752.71)		(72,752.71)		(72,752.71)		(72,752.71)		(72,752.71)		(72,752.71)	Committed
Council Wide	Investment in Council Priorities	10 x 10 Initiative	(70,464.39)	39,764.00	(30,700.39)		(30,700.39)		(30,700.39)		(30,700.39)		(30,700.39)	Committed
Council Wide	Investment in Council Priorities	Improving Security - Women and Girls	(50,000.00)		(50,000.00)		(50,000.00)		(50,000.00)		(50,000.00)		(50,000.00)	Committed
Council Wide	Investment in Council Priorities	Southwater Library opening hours	(45,500.00)		(45,500.00)		(45,500.00)		(45,500.00)		(45,500.00)		(45,500.00)	Committed
Council Wide	Investment in Council Priorities	Contact Centre Opening Hours	(11,500.00)		(11,500.00)		(11,500.00)		(11,500.00)		(11,500.00)		(11,500.00)	Committed
Council Wide	Investment in Council Priorities	COVID Commemorative Arboretum	(9,000.00)		(9,000.00)		(9,000.00)		(9,000.00)		(9,000.00)		(9,000.00)	Committed
Council Wide	Investment in Council Priorities	Youth Unemployment and Job Box	10,127.08		10,127.08		10,127.08		10,127.08		10,127.08		10,127.08	To be reallocated in 24/25
Council Wide	Investment in Council Priorities		134,410.63	(134,410.63)	0.00		0.00		0.00		0.00		0.00	Re-allocated in 24/25
Council Wide	Hardship Grant	Hardship Grant	(424,801.97)		(424,801.97)		(424,801.97)		(424,801.97)		(424,801.97)		(424,801.97)	Committed to provide support initiatives
Corporate Communications	Development of Shovel Ready	Development of Shovel Ready Schemes	(42,614.41)	1,051.00	(41,563.41)		(41,563.41)		(41,563.41)		(41,563.41)		(41,563.41)	Committed
<b>Total Council Wide</b>			<b>(60,429,722.96)</b>	<b>10,967,756.56</b>	<b>(49,461,966.40)</b>	<b>2,978,699.91</b>	<b>(46,483,266.49)</b>	<b>1,791,352.00</b>	<b>(44,691,914.49)</b>	<b>375,000.00</b>	<b>(44,316,914.49)</b>	<b>64,260.00</b>	<b>(44,252,654.49)</b>	
<b>TOTAL</b>			<b>(94,922,884.10)</b>	<b>28,431,547.27</b>	<b>(66,491,336.83)</b>	<b>8,404,969.65</b>	<b>(58,086,367.18)</b>	<b>3,649,315.24</b>	<b>(54,437,051.94)</b>	<b>931,438.96</b>	<b>(53,505,612.98)</b>	<b>310,059.95</b>	<b>(53,195,553.04)</b>	



# Infrastructure Funding Statement **2023/24**

September 2024

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# 1 Introduction

## 1 Introduction

**1.1** The Infrastructure Funding Statement (IFS) is an annual report which provides a summary of all financial and non-financial developer contributions entered into by the Council for the provision of infrastructure that supports new development in the Borough, and the subsequent use of those contributions by Telford & Wrekin Council. The report covers the financial year 1 April 2023 – 31 March 2024.

**1.2** Telford & Wrekin Council seeks developer contributions (also known as planning obligations), through Section 106 (S106) agreements, unilateral undertakings and, where the landowner is the Council itself, Memos of Understanding (as it cannot enter into a legal agreement with itself). The Council does on occasion, negotiate developer contributions outside of the planning process, for example on the transfer of land to the Council. For the purposes of this report these sums have also been included

## 2 Section 106 Planning Obligations 2023/2024

## 2 Section 106 Planning Obligations 2023/2024

### 2 Section 106 Planning Obligations 2023/2024

#### Background

**2.1** Planning obligations are legal obligations as set out under Section 106 of the Town and Country Planning Act 1990, which enables a Local Planning Authority to enter into a negotiated agreement to mitigate the impact of a specific development, to make it acceptable in planning terms. Planning obligations may only constitute a reason for granting planning permission if they meet the tests that they are necessary to make the development acceptable in planning terms. They must be:

- Necessary to make the development acceptable in Planning terms;
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development.

**2.2** These tests are set out as statutory tests in regulation 122 of The Community Infrastructure Levy Regulations 2010 (as amended by the 2011 and 2019 Regulations) and as policy tests in the National Planning Policy Framework (NPPF).

**2.3** For example new residential developments will place additional pressure on existing infrastructure in the surrounding area; the planning obligation will aim to balance this extra pressure with improvements to the surrounding area to ensure that a development makes a positive contribution to the local area. The obligations that may be provided by the Developers 'in kind' whereby the developer carries out this work, for example building a certain number of affordable homes on site. Alternatively the planning obligation can be met in the form of financial payments to the Council to provide off-site infrastructure works or contributions towards affordable housing elsewhere in the borough. In some cases it can be a combination of both on site provision and off site financial contributions. In some instances, Section 106 planning agreements may require payments to be made to third parties including parish councils.

#### Approach to Infrastructure Delivery

**2.4** As a part of the Council's Local Plan, the Council has identified the need to plan for the long term further of the Borough. Consequently the [Infrastructure Delivery Plan](#) has been produced in collaboration with private and public service providers to deliver new housing and employment land allocations.

**2.5** The Infrastructure Delivery Plan has five main functions, setting out:

1. The strategic infrastructure requirements that will arise as a result of committed and planned development within the borough over the plan period including; projects, estimated costs, delivery phasing and likely funding sources;
2. A strategy for securing and delivering infrastructure to meet the growing needs of the borough;
3. A strategy for funding infrastructure as well as identifying gaps in funding;
4. A schedule of projects and programs setting out time scales and indicative costs for the delivery of infrastructure; and
5. An evidence base for the Local Plan and the Community Infrastructure Levy, if the Council decides to progress one.

## 2 Section 106 Planning Obligations 2023/2024

**2.6** The Infrastructure Delivery Plan addresses the issue of 'strategic off-site infrastructure' that will be required over the life of the Local Plan to address the wider, cumulative impacts of development. The plan recognises location and / or scale of residential and employment sites potentially has a significant impact on the ability of existing infrastructure to absorb additional development. To bring development sites forward it will be necessary to address these strategic 'deficiencies' to reduce barriers to development through the provision of new or enhanced infrastructure. The funding route for site specific infrastructure will continue to be, through Section 106 (planning obligations) and Section 278 agreements (allowing developers to carry out works to the public highway) negotiated directly with the developer.

**2.7** Strategic infrastructure funding requirements will be met by a range of sources including developer contributions, and external monies. Strategic infrastructure can be categorised under three key areas including:

1. Transport and Utilities Infrastructure - includes the provision of new or enhanced infrastructure such as the highway network, telecommunications systems, utility infrastructure, water supply and sewerage networks.
2. Social infrastructure - consists of the provision of new or enhanced infrastructure such as buildings to support services such as libraries, leisure centres, primary schools, secondary schools, health care facilities and emergency services.
3. Environmental Infrastructure - includes the provision of new or enhanced parks, public rights of way, open space, woodland, waterways, waste infrastructure and drainage infrastructure that helps to create a more pleasant natural environment for residents and visitors.

### The S106 Process for off-site financial contributions

**2.8** As any planning application is processed, the mitigation measures for the development are considered. If a financial contribution for any Section 106 agreement is required, these will be agreed between the Planning Case Officer and the Developer before being considered by the Planning Committee. The Committee will then determine the application, and any resolution to grant an application will be subject to specific terms for the S106 agreement, alongside any necessary conditions. The Section 106 agreement will then be prepared and signed between all interested parties, and only then can the planning decision be released. The obligations will only be required if the planning permission is implemented, and requested when the triggers for point of payment are reached, for example the commencement of development or prior to first occupation; these details are all set out in the S106 agreement. When planning permission is granted, the S106 agreement is registered as a land charge which stays with the land, obliging any future owners until the terms are met.

**2.9** Where a S106 agreement contains generic information on how the contributions received are spent, the Council determines the most appropriate scheme to be funded at the time when the contributions are received; this can be many years after an agreement is entered into. Once the contributions are received, the relevant budget holder will consider the most up to date information, for example, pupil yields, open space audits, or the latest highway data to identify infrastructure priorities alongside the S106 agreement and the regulations.

## 2 Section 106 Planning Obligations 2023/2024

**2.10** The S106 agreements are then monitored against any set trigger dates, and requested by the LPA. The spending of these sums are also monitored and agreed by the LPA. Any sums received by the Council, that are not spent within the timeframes set out in the S106 agreement, will be identified and where requested may be refunded as set out in accordance with the specific S106 agreement. The Council's proactive approach to monitoring S106 obligations has ensured monies are not returned.

**2.11** The LPA charge to monitor the S106 agreements, to cover the cost of the monitoring and reporting on delivery of that S106 agreement as set out under The Community Infrastructure Levy (Amendment) (England) (No.2) Regulations 2019. Monitoring fees can be used to monitor and report on any type of planning obligation, for the lifetime of that obligation. However, monitoring fees are only requested on new S106 obligations, and detailed within the agreement.

### 3 S106 Contributions Summary

### 3 S106 Contributions Summary

#### 3 S106 Contributions Summary

**3.1** The section below provides the details of all S106 obligations that have been secured, collected, spent, retained and refunded over the financial year 2023/2024. Table 1a and 1b provide an overview of the financial and non-financial contributions.

**Table 1: Details of the 2023/2024 Total Monetary Contributions**

<b>Monies secured</b> through new development agreed in 2023/24	£1,393,402.93
<b>Monies received</b> in 2023/24	£5,296,322.83
<b>Monies spent</b> in 2023/23	£5,641,959.48
Of which was capital	£5,104,907.18
Of which was revenue	£537,052.30
<b>Monies retained</b> at the end of 2023/24 (excluding “commuted sums” for longer term maintenance).	£20,357,432.39
<b>Monies retained</b> at the end of 2023/24 as “commuted sums” for longer term maintenance.	£6,404,390.09
<b>Monies returned</b> to developers at the end of 2023/24	£0.00

**Table 2: Details of the 2023/2024 Non-Monetary Contributions**

<b>No. new affordable housing units secured in 2023/24</b>	243	
<b>No. affordable housing units which were provided and occupied in 2023/24*</b>	Social Rent	30
	Affordable Rent	272
	Shared Ownership	68
	<b>Total</b>	370
<b>No. of school places for pupils to be provided through planning obligations agreed in 2023/24</b>	Primary School Places	31
	Secondary School Places	14
	<b>Total</b>	45
<b>No. of school places for pupils which were provided through planning obligations (whenever agreed) in 2023/24</b>	Total	185

**3.2** \*This formed part of the overall delivery of Affordable Units delivered in year.

## 4 Section 106 Infrastructure Expenditure in 2023/24

## 4 Section 106 Infrastructure Expenditure in 2023/24

### 4 Section 106 Infrastructure Expenditure in 2023/24

**4.1** The section below provides detailed breakdown of the infrastructure that has been provided through the financial contributions received through planning obligations that has been spent in 2023/24, and the amount of money, received through planning obligations, spent on each item. These are shown overleaf.

Highways Projects	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
	TWC/2014/0230 Back lane/Plantation Rd Tibberton	£14,210.44	£15,364.99	Safety improvements on the B5062 and lanes from Tibberton
	TWC/2015/0580 44 Cherrington Tibberton	£1,154.55		
	TWC/2016/0887 & TWC/2019/0228 Land adj to The Shires Shifnal Rd		£5,125.75	Parking restrictions delivered along Shifnal Road
	TWC/2011/0575 Land South of St Michaels Church Waters Upton		£5,672.01	TRO, One way implemented within the vicinity
	TWC/2017/0979 Elephant & Castle		£10,623.03	TRO- bus stop relocation and parking restrictions installed, within vicinity
	TWC/2013/0861 Sutherland School Site Gibbons Rd		£5,111.24	TROs on Gibbons road and surrounding area
	TWC/2019/0724 Land Parcels J1 & J2 off Gatcombe Way, Priorslee East		£5,094.60	TROs around Gatcombe Way and Priorslee East Site

## Section 106 Infrastructure Expenditure in 2023/24

	TWC/2013/0676 Telford Co-Operative Academy	£5,204.54	TROs delivered near Oakengates Leisure Centre
	TWC/2013/0661 Lakeside Academy	£10,408.28	TROs and road layout improvements near The Telford Park School
	TWC/2014/0006 Land at Avenue Road Newport	£1,557.87	TROs delivered in Avenue Road, Newport
	TWC/2013/0774 New School at Priorslee	£10,389.01	TROs near Holy Trinity Academy, Priorslee
	TWC/2011/0821 Land at Wellington Rd Newport	£23,013.34	x2 Bus Shelters at Dark Lane and Moorfield Lane, TF10 9EH
	W2006/0706 St Heliers Drive	£5,967.85	x2 Bus Shelters at St Aubin Drive, TF4 2GY & TF4 2BQ
	TWC/2013/0297 Land off Edgmond Rd Newport	£10,603.16	Bus Shelters at Stone Bridge and Chetwynd End, Newport
	TWC/2013/1033 Land off Haygate Rd	£10,965.45	Bus Shelter opposite The Old Orleton, Holyhead Rd TF1 2HA
	TWC/2011/0827 Audley Avenue (Housing)	£12,373.84	Contribution to Newport Interchange, Newport Town Centre Bus Shelter, TF10 7AQ
	TWC/2019/0753 Land between Arleston Lane & Dawley Rd	£10,354.87	Bus Shelter at Kingsland, TF1 2HH
	W2004/0981 KMC (Bus shelters)	£21,129.43	x2 Bus Shelters at Ketley, TF1 5AN & TF1 5AH
	TWC/2021/0930 The Endeavour Centre North Rd	£9,654.25	Bus Shelter at North Road Farcroft, TF1 3EU

## 4 Section 106 Infrastructure Expenditure in 2023/24

	W2006/0161 Trench Lock 1 Bloor Homes	£27,959.19	x 2 Bus Shelters on Sommerfield Road Trench Lock, TF1 6SZ, TF1 6SX
	TWC/2014/0333 Land at corner of Stafford Rd/A41 Newport	£16,384.42	Bus Shelter at Daniels Cross, TF10 7RA
	TWC/2013/0774 New School at Priorslee	£10,389.01	Bus Shelter at Lapwing Gate, TF2 9NR
	TWC/2016/1198 Land South of Naird Lane	£10,387.99	x 2 Bus Shelters at Naird Roundabout, TF3 3AY

## 4 Section 106 Infrastructure Expenditure in 2023/24

Play Area Projects	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
	W2003/0201 & W2002/0482 Development at Old Office Rd Dawley	£26,232.82	£77,448.06	Upgrade of Princess End Play Area including the removal of old equipment, and replace with new equipment
	W2004/0980 Lawley Princess End NEAP	£51,215.24		
	TWC/2018/0596 Site of Caravan & Camping Centre Stadium Way Hadley	£9,297.52	£11,402.60	Contribution towards play and recreation facilities at Leegomery Skate Park
	TWC/2014/0656 Land off Hadley Park West Miller Homes	£2,105.08		
	W2004/0980 Lawley - Ironbridge Way LEAP	£59,000.00		Installation of play facilities at Lawley 11 Play Area
	TWC/2012/0530 Land at Priorslee East (HCA)	£55,000.00		Upgrade of existing equipment at Gatcombe Way Play Area
	TWC/2011/0827 Audley Avenue (Housing)	£5,4970.00		Contribution towards enhancements at Shukers Play Area

**Figures 1: New equipment at Princess End Play Area**

**Figure 2: Facility improvements at Leegomery Skate Park**



## 4 Section 106 Infrastructure Expenditure in 2023/24

Outdoor Recreation Projects	Development Site	\$106 Contributions Spent		Project Delivered
		Individual	Total	
	TWC/2021/0105 Developer Contribution Site of The Queens Arms	£6,693.08	£8,606.33	Contribution towards play and recreation facilities at Leegomery Skate Park
	TWC/2012/0886 Land at 121-125 Hadley Park Road	£1,913.25		
	TWC/2013/1033 Land off Haygate Rd		£155,532.76	Creation and improvement of New Football Pitch at OD Murphy Playing Fields
	TWC/2011/0827 Audley Avenue (Housing)		£2,800.00	Contribution towards Burton Borough 3G Pitch improvements (x4 invoices)

Figure 3: Creation and improvement of New Football Pitch at OD Murphy Playing Fields



## 4 Section 106 Infrastructure Expenditure in 2023/24

**Figure 4: Aerial Map of works conducted at OD Murphy Playing Fields, Wellington**



## 4 Section 106 Infrastructure Expenditure in 2023/24

	Development Site	S106 Contributions Spent	Project Delivered
Natural Environment Enhancements	TWC/2022/0881 Developer Contribution  Former Dunn Cow, Little Dawley	£3,500.00	Tree and shrub Works at Langley Fields to increase and re-establish Heather
	W2003/1316 & TWC/2010/0722  Redhill - Ecological Park	£4,865.00	Pond Works at The Cloisters
	W95/0331  Harley Close, Dothill	£9,954.88	Pathway Improvements at Teme Avenue, Wellington
	W95/0331  Harley Close, Dothill	£3,518.54	Repairs to footbridge kissing gate and footpath works at Dothill Local Nature Reserve
	TWC/2015/0843  B1-B3 Apley Castle (Perigrine Way)	£7,000.00	Carving of 'Tree of Life' bench within Apley Woods
	TWC/2015/0843  B1-B3 Apley Castle (Perigrine Way)	£4,787.00	Installation of a new footpath within Apley woods
	TWC/2015/0843  B1-B3 Apley Castle (Perigrine Way)	£3,500.00	Relocating and securing of the 'eco island' in Apley Pool, Apley Woods
	TWC/2015/0843  B1-B3 Apley Castle (Perigrine Way)	£700.00	Pollarding of Lime Tree's at Apley Woods

## 4 Section 106 Infrastructure Expenditure in 2023/24

	TWC/2015/0843 B1-B3 Apley Castle (Perigrine Way)	£930.00	Improvement works at Apley Woods, including removal of old kissing gate and installation of a new accessible kissing gate with associated fencing and wider footpath
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**Figure 5: Creation of the 'Tree of Life' bench from a fallen Tree within Apley Woods**



**Figures 6 & 7: Pollarding Works of Lime Tree's at Apley Woods**



## 4 Section 106 Infrastructure Expenditure in 2023/24

Public Rights of Way Projects	Development Site	S106 Contributions Spent	Project Delivered
	TWC/2014/0113 Former British Sugar site Allscott	£26,400.00	Contribution towards improvements at Bridleway 19, Allscott
	TWC/2021/0046 Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£19,750.00	Improved Access Works at Granville Country Park including the replacement of existing steps to a ramp
	TWC/2018/1019 Land South of Newcommon Way	£9,450.00	Resurfacing works at Woodside Avenue Footpath

**Figure 8: Improved Access Works at Granville Country Park including the replacement of existing steps to a ramp**



## 4 Section 106 Infrastructure Expenditure in 2023/24

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Education Projects	TWC/2019/1031 Site of Royston, 68 Rosecroft, 9 & 70 Park Rd/Leonards Rd Malinslee	£143,264.82	£609,751.19	Contribution towards the 7 class room expansion of Lawley Village Academy
	TWC/2019/0487 Land West of Lawford Close off Majestic Way	£126,869.65		
	TWC/2020/0518 NFU House (Land at Southwater Way)	£154,072.54		
	TWC/2021/0670 Former Doseley Works (Phase 3C2), Doseley	£185,544.18		
	TWC/2019/0252 Sheldar/Covings/ The Old Stables, Tibberton	£6,917.74		Contribution towards the Hall extension at The Burton Borough School
	TWC/2021/0795 Land West of Station Road, Newport	£445,782.28		
	TWC/2014/1080 Land at Mill Lane Tibberton	£30,636.05		
	TWC/2017/0941 Castle Farm Way Priorslee	£429,772.00	£1,058,720.12	Contribution towards the expansion of Holy Trinity Academy
	TWC/2019/0974 Land at the corner of Redhill Way/A5	£518,948.12		
	TWC/2019/0724 Land Parcels J1 & J2 off Gatcombe Way, Priorslee East	£110,000.00		
	TWC/2014/1080 Land at Mill Lane Tibberton	£28,576.80	£139,886.26	Improvements to Tibberton C of E Primary School; classroom extension
	TWC/2016/0446 61 Plantation Rd Tibberton	Page 109 of 109		

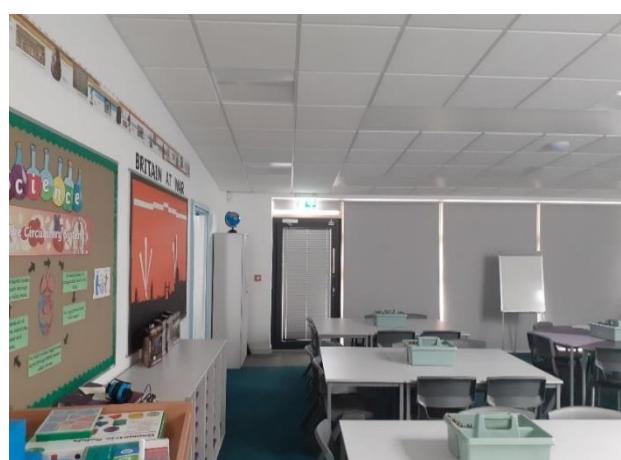
## 4 Section 106 Infrastructure Expenditure in 2023/24

	TWC/2012/0650 & TWC/2014/0237 Land off Doseley Works Doseley	£348,896.34	£349,375.75	x 4 New class bases and extension works at Ladygrove Primary School
	TWC/2019/0753 Land between Arleston Lane & Dawley Rd	£479.41		
	TWC/2021/0795 Land West of Station Road, Newport	£13,365.00		Contribution towards the 4G Pitch at Burton Borough School
	TWC/2011/0827 Audley Avenue (Housing)	£349,995.97		Contribution towards Improvements at Newport Infant School
	TWC/2011/0821 Land at Wellington Rd Newport	£122,723.13		Improvement works to Block F and G of Newport Junior School
	TWC/2014/1080 Land at Mill Lane Tibberton	£87,141.62		Contribution towards improvements at Tibberton CE Primary
	TWC/2017/0941 Castle Farm Way Priorslee	£33,000.00		Contribution towards Improvements at Hollinswood Primary School
	TWC/2017/0941 Castle Farm Way Priorslee	£50,000.00		Improvement works to Block C of St Georges Primary School
	TWC/2017/0941 Castle Farm Way Priorslee	£33,000.00		Facility Improvements at Wrockwardine Wood Infant School
	TWC/2016/0562 Former Beeches Hospital Ironbridge	£199,108.35		John Fletcher of Madeley Primary School new building work
	TWC/2021/0557 Land at Woodhouse Farm	£70,457.90		Wombridge Primary School- Replacement Windows

## 4 Section 106 Infrastructure Expenditure in 2023/24

	TWC/2021/0557 Land at Woodhouse Farm	£47,068.37	Southall School Remodelling and Improved Access
	TWC/2016/0107 Former Concrete Works Lightmoor	£59,595.89	Contribution towards system upgrades and improvements at Lightmoor Primary School
	TWC/2016/0107 Former Concrete Works Lightmoor	£92,983.00	Contribution towards improvements at Captain Webb Primary School
	TWC/2020/0987 Land between Colliers Way & Park Lane	£452,549.27	Contribution towards the expansion of Ercall Wood Academy

**Figures 9 & 10: 7 class room expansion of Lawley Village Academy**



**Figure 11: The expansion of Holy Trinity Academy**



## 4 Section 106 Infrastructure Expenditure in 2023/24

**Table 4: Revenue Expenditure in 2023-2024**

Revenue Spending	Project/Type	Receipts Spent
	Bus Subsidy	£182,911.83
	Project Delivery	£91,525.37
	Traffic Signals Maintenance	£83,000.00
	Outdoor Recreation Maintenance	£37,019.42
	Play Area Maintenance	£36,318.69
	Travel Plan Monitoring	£26,400.00
	Lightmoor Wildlife Park	£24,450.00
	Air Quality Monitoring	£5248.43
	Drainage Inspection Maintenance	£2,080.00
	Ecology Improvements	£1358.33
	Community Facilities Maintenance	£680.00
<b>Total</b>		£490,992.07

### Other Expenditure

**4.2** The total amount of money, received through planning obligations, spent in 2023/24 on repaying money borrowed, including any interest, and details of the items of infrastructure which that money was used to provide (wholly or in part) £0.00.

**4.3** Total amount of money, received through planning obligations spent in 2023/24 in respect of monitoring in relation to the delivery of planning obligations: £46,060.23

## 5 Section 106 Receipts Retained

## 5 Section 106 Receipts Retained

### 5 Section 106 Receipts Retained

**5.1** The total amount of money, received through planning obligations prior to 2023/24, *which had not been allocated* (to an infrastructure project or item) by the end of 2023/24: £0.00

**5.2** The total amount of money received under any planning obligation in any year, *which had been allocated* (to an infrastructure project or type) for spending by the end of 2023/24 but which had not been spent: £0.00

**5.3** Summary details of the infrastructure projects or items to which receipts from planning obligations, whenever collected including 2023/24, have been allocated (but not spent) and the amount allocated to each item: **£20,357,504.44** see the tables below

## 5 Section 106 Receipts Retained

**Table 5: Contributions retained, categorised by contribution type**

Landscape Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£6,434.23	Improvements to the Woodland
	TWC/2014/0272	Ivydale High Street Coalport	£483.30	Improvements to the Silkin Way - tree planting
Totals			<b>£6,917.53</b>	

Play Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2013/0855	Land rear of Willow Tree Cottage Station Rd Newport	£3,249.71	Recreational facilities at Wallshead Way Church Aston
	TWC/2013/0592	Former Ever Ready Site	£6,471.05	Recreation & Leisure contributions in the vicinity
	TWC/2011/0827	Land at Audley Ave	£132,214.38	Improvements to local play facilities
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£52,852.48	Off-site play & recreation within the vicinity
	TWC/2018/0658	Land East of Charlton School	£33,160.68	Upgrade local play area
	TWC/2016/0978	Land to the rear of 32 Bratton Road	£9,733.08	Off-site play at Squirrels Meadow Bratton
	TWC/2018/1019	Land South of Newcommon way	£42,012.33	The Saplings Play Area
	TWC/2020/0168	Land adjacent to 23 Wellington Road Muxton	£19,799.26	Play & recreation within 1000 meters from the development site
	TWC/2021/0852	Site of Castle Lodge Dawley	£8,607.13	Recreation in lieu of agreement

## 5 Section 106 Receipts Retained

TWC/2021/0557	Land at Woodhouse Farm	£9,746.65	Contribution to off-site play & recreation
TWC/2016/0107	Former Concrete Works, Lightmoor	£37,861.40	Enhancement of existing play at Croppings/ Stocking Park & Holywell Meadow Play Area
TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£60,228.35	Enhancement of children's Play facilities
TWC/2022/0596	Former Abacus Day Nursery, Ketley Bank	£36,236.71	Play/recreation and sport facilities improvements locally to Ketley
TWC/2019/1046	Ironbridge Power Station	£93,694.05	Improvement sot play provision at Dale End Park
W2002/0175	Salters Lane, Newport	£2,024.47	Play facilities within the vicinity
TWC/2014/0333	Land at corner of Stafford Rd /A41, Newport	£63,777.71	Contribution to off-site play & recreation within the area
TWC/2014/0888	Land Adj to The Old Rectory Waters Upton	£4,624.57	Contribution to play/recreation facilities within the area
TWC/2014/0656	Land adj to Stone House Shifnal Rd, Priorslee	£5,283.42	Play equipment/Recreational facilities & environmental/tree enhancements
<b>Totals</b>		<b>£621,577.43</b>	

## 5 Section 106 Receipts Retained

Outdoor Recreation Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2015/0060	Coddon Sports & Social Club	£11,449.33	Contribution to replacement bowling facilities within the borough
	W2007/1521	Land at DSDC, Station Rd Donnington	£9264.49	Facilities at Broadoaks playing field including pitch drainage
	W2004/0972	Land at Lawley Farm	£43,159.46	Newdale sports pitch contribution
	TWC/2010/0200	Somerfield Rd (Phase 2)	£3,245.88	Landscaping & upgrading existing recreation facilities
	W2004/0980	Lawley Common Sports Pitches	£846,142.37	Lawley Common sports pitches
	TWC/2012/0371	Land at Muxton C2 & C3	£34,829.40	Marsh Brook Way recreation contribution
	TWC/2012/0609 & TWC/2014/1124	Woodlands Primary Redevelopment	£63,339.40	Off-site pitch improvements at William Reynolds School
	TWC/2012/0787	Former White Hart Pub	£7,356.63	Recreation contribution within the vicinity
	TWC/2017/0454	Land at The Vineyard North Rd Wellington	£7,431.98	Recreation facilities at Bowring Park
	TWC/2017/0714	Snedshill Way	£12,879.46	Outdoor recreation in the vicinity
	TWC/2011/0827	Land at Audley Ave	£126,179.78	Sports pitch improvements at Shukers Field
	TWC/2019/0228	Land adj to The Shires Shifnal Rd	£5,603.87	Recreation within the vicinity

## 5 Section 106 Receipts Retained

TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£5,471.39	Recreation at Norbroom Park
TWC/2016/1152	Parkland House Audley Ave	£33,592.05	Play and recreation at Shukers Field
TWC/2019/1031	Site of Royston, 68 Rosecroft, 9&70 Park Rd/ Leonards Rd Malinslee	£21,730.02	Expanding play area at Malinslee Centre (off Brunel Road)
TWC/2020/0518	NFU House (Land at Southwater Way)	£15,903.03	Leisure and sports facilities at Telford Town Park
TWC/2012/0961	Land at Orchard House Tibberton	£7,322.08	Recreation facilities within Tibberton Parish
TWC/2018/0435	Site of Bowring Hall, 300 Holyhead Road, Wellington	£10,258.08	Existing play and recreation facilities at Bowring Park
TWC/2019/1043	Wellington & District Cottage Care	£9,617.60	Upgrading Existing play & recreation facilities at Bowring Park
TWC/2020/0886	Site of Webb Cres & Windsor Rd Dawley	£9,836.73	Recreation facilities at Portley Road Dawley
TWC/2014/0746	Site of Maxell Europe Ltd	£137,161.82	Sport & leisure facilities at Apley Pool
TWC/2021/0557	Land at Woodhouse Farm	£9,746.65	Sport & leisure facilities situated within the vicinity of the development

## 5 Section 106 Receipts Retained

	TWC/2016/0107	Former Concrete Works Lightmoor	£37,861.40	Recreation facilities at Croppings/ Stocking Park & Holywell Meadow Play Area
	TWC/2021/0795	Land West of Station Road, Newport	£175,995.34	New sports pitch SW of Burton Borough School
	TWC/2019/0503	Land South/West of Donnerville Drive, Admaston	£3,034.73	Enhancement of recreational play facilities Admaston Playing field/ Pemberton Road Play Area
	W2005/1547 & TWC/2011/0285	George Hill, Upper Bar, Newport	£10,735.92	Off-site Recreation facilities
	TWC/2011/0334	Land at Newport Business Park	£1,630.85	New LEAP & improvements to Shukers Field
	TWC/2010/0089	Highfield House	£2,006.96	Contribution to upgrade local community facilities
	TWC/2014/0360	Land at Heath Hill/Balls Hill	£2,850.47	Contribution to bowling facilities in Dawley
	TWC/2014/0010	Land at Chilcott Drive Madeley	£9,705.09	Contribution towards Hills Lane Drive play area
	<b>Total</b>		<b>£1,675,342.26</b>	

## 5 Section 106 Receipts Retained

Highway Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	W2004/0972	Land at Lawley Farm	£57,604.12	Toucan crossing at Glendale Lawley & traffic calming at Dawley Rd, Lawley
	W2004/0972	Land at Lawley Highways/Transport	£49,363.99	Traffic management works in Lawley
	TWC/2013/0096	Land at East Ketley - KMC Cycle Routes	£79,481.14	Land at East Ketley-KMC Cycle Routes
	TWC/2016/0535	Springfields Industrial Estate Newport	£5,465.22	Double yellow lines to development front & nearby junction
	TWC/2016/0804	Land at Gatcombe Way Priorslee	£10,280.95	Traffic calming between Gatcombe Way & Highgate Drive
	TWC/2015/0217	Site A pool Hill Road Horsehay	£8,627.17	Road safety improvements at Pool Hill/ Doseley junction
	TWC/2013/1033	Land off Haygate Rd	£23,195.41	Traffic calming in the vicinity
	TWC/2016/0952	Roden Care Home	£16,622.55	Footpath patching & tactile crossing to the front of the development land
	TWC/2017/0714	Snedshill Way	£35,533.44	Highway works in the vicinity
	TWC/2016/0365	Farmstead at Sutherland Farm Tibberton	£6,197.24	Passing place on Back Lane & legal fee

## 5 Section 106 Receipts Retained

TWC/2016/0446	61 Plantation Rd Tibberton	£7,185.19	Traffic & speed management on B5062
TWC/2016/0562	Former Beeches Hospital site Ironbridge	£10,203.10	Improvements to highway signing
TWC/2016/1182	Land North of Roden Lane Farm Roden	£37,548.63	Traffic calming on Roden Lane
TWC/2015/1079	Sambrook Hall Farm	£3,484.45	Contribution to alteration of priority at junction of west of main access to the development
TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£7,665.32	Dawley Rd 40mph Signs & lines
TWC/2018/0658	Land East of Charlton School	£53,056.90	Various highway schemes
TWC/2019/0252	Land east/south east Sheldar / Covings / The Old Stables Tibberton	£31,562.37	Traffic & speed management within the vicinity of Back Lane Tibberton
TWC/2020/0518	NFU House (Land at Southwater Way)	£41,832.52	Highway improvements in the vicinity
TWC/2018/0361	Land at 66 Tibberton	£3,323.63	Traffic management on B5062
TWC/2015/0157	Land at Former Dairy Crest site Crudginton	£55,144.45	Highway improvements to existing junctions on A442 between & including Crudginton crossroads & Shawbirch round-a-bout

## 5 Section 106 Receipts Retained

	TWC/2014/1080	Land at Mill Lane at Tibberton	£59,912.53	Traffic & speed management scheme and highway safety improvements B5062
	TWC/2017/0321	Halesfield 18 & 20	£99,289.82	Highways works at the Brockton Interchange
	TWC/ 2021/0670	Former Doseley Works (Phase 3C2)	£13,136.43	Improvements on St Luke's Rd/Frame Lane
	TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£14,241.85	Traffic management scheme along Colliers Way
	TWC/2019/0216	Land rear of Merlin House Halesfield 19	£16,885.08	Towards improvements to Naird / Randley interchange and/or Brockton loop
	TWC/2021/0937	Land adj to Golden Bear Products	£15,491.69	Strategic Highway Network Improvements
	TWC/2020/0680	Land adj to Confresco Hortonwood 45	£68,872.60	Pedestrian/ cycle route improvements within Hortonwood
	TWC/2011/1102	Land off Beech Road, Madeley	£13,001.13	Highway public footpath improvements in the vicinity of the development land
	W2005/1547 & TWC/2011/0285	Land at Upper Bar Newport George Hill	£13,529.89	Traffic calming in the vicinity
	W84/0657	Donnerville Gardens	£15,921.26	Private drive maintenance

## 5 Section 106 Receipts Retained

	TWC/2010/0492	Madeley Academy Sixth Form extension	£13,617.00	Highways improvements to footway crossing the Ironbridge bypass at the Castlefields roundabout
	TWC/2010/0111 & TWC/2014/0258	Land at Former Ibstock Brickworks	£24,914.37	Highway improvements at Brick Kiln Bank & Broadmeadow Lane
	TWC/2017/0582	Land at Telford Town Centre (Bus Station)	£116,112.74	Major highway works in the vicinity
<b>Total</b>			<b>£1,028,304.18</b>	

Strategic Highway Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2013/1033	Land off Haygate Rd	£528,076.62	Highway works, Junction improvements in the vicinity
	TWC/2018/0775	Land adj to B8 MOD Hortonwood	£70,875.55	Strategic highway improvements
	TWC/2018/0757	Land at rear of Hadley Park House Hotel	£151,442.45	Highway improvements on the network - servicing Hadley Park & Hortonwood West
	TWC/2014/0113	Former British Sugar site Allscott	£131,974.64	Roundabout & level crossing contribution
	TWC/2018/0658	Land East of Charlton School	£30,732.71	Telford & Wrekin Growth Point Strategy
	WC/2019/0840	Land North East of Halesfield Roundabout	£34,332.96	Telford & Wrekin Growth Point Strategy

## 5 Section 106 Receipts Retained

TWC/2018/0780	Corner of Holyhead Rd/Telford Way, Snedshill	£65,217.58	Strategic improvements to the local highway network
TWC/2015/0728	Land at corner of Redhill Way/A5	£293,373.40	Highway works to Limekiln way & Junction 5 M54
TWC/2014/0746	Site of Maxell Europe Ltd	£261,592.41	Contribution towards Shawbirch roundabout
TWC/2020/0168	Land adj to 23 Wellington Road Muxton	£39,428.84	Contribution towards the strategic highway network
TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£798,521.64	Highway works to junction 4 M54
TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£85,015.85	Strategic Highways Network improvements
TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£117,516.99	Highways Infrastructure improvements in accordance with Transport Growth Strategy
TWC/2021/0010	Land opposite Wrap Film Systems Ltd Hortonwood 40	£78,175.51	Strategic Highway Network Improvements
TWC/2021/0795	Land West of Station Road, Newport	£230,457.86	Highway infrastructure improvement to A518 and A41 Corridor
TWC/2022/0040	Land rear of Wrap Film System Ltd	£91,088.92	Strategic Highway Network Improvements

## 5 Section 106 Receipts Retained

	TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£96,476.86	Telford & Wrekin Growth Point Strategy
	TWC/2018/0701	Former Charlton School, Severn Drive	£598,613.80	Provision of Junction upgrade at Apley Ave/ Whitchurch Road Junction
	TWC/2021/0937	Land Adj to Golden Bear Products	£62,482.08	Strategic Highways Network improvements
	TWC/2022/0914	Former Reynolds House, Station Quarter	£78,651.25	Strategic Highways Network Contribution
	TWC/2020/0680	Land adj to Confresco Hortonwood 45	£84,267.16	Strategic Highways Network Contribution
	TWC/20152/0565	Greenacres and The Bungalow	£10,000.00	Strategic Highways Network Contribution
	TWC/2013/0083	Land at Hadley Park West (Oakehampton Rd)	£81,483.24	Contribution to Leegomery round-a-bout improvements
	<b>Total</b>		<b>£4,019,798.32</b>	

## 5 Section 106 Receipts Retained

Transport Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2011/0821	Land at Wellington Rd Newport	£1,113.90	Public transport infrastructure
	W2004/0972	Land at Lawley Farm	£5,904.72	Bus shelter at Dawley Rd Lawley
	TWC/2013/0887	Land at Audley Ave (ALDI)	£13,192.72	Bus shelter & bus stop at Audley Ave
	TWC/2017/0941	Land West of Castle Farm Way Priorslee	£11,703.36	Bus stop improvements in vicinity of development
	TWC/2011/0827	Audley Ave (Housing)	£1013.60	Newport Town Centre Bus Station Contribution
	TWC/2014/0746	Site of Maxell Europe Ltd	£43,418.30	Bus Stop Contribution
	TWC/2021/0010	Land opposite Wrap Film Systems Ltd Hortonwood 40	£29,455.50	Cycle Route Works; alterations to the existing verge and footway on the southern side of Hortonwood 60 between its junction with Hortonwood 40 and Hortonwood 50 to create a new footway/ cycleway
	TWC/2021/0795	Land West of Station Road, Newport	£24,517.90	Provision of bus stops/shelter on Station Road Between A518 roundabout and Station Court

## 5 Section 106 Receipts Retained

	W2006/0161	Trench Lock 1 Bloor Homes	£1,246.28	Transport infrastructure including shelters, refuges
	<b>Total</b>		<b>£131,566.28</b>	

Affordable Housing Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2011/0821	Land at Wellington Rd Newport	£1,413,661.48	Contribution to affordable housing delivery in Newport
	TWC/2016/0560	Land between Beech Hill & Blue House Farms	£394,209.27	Contribution to affordable housing delivery in Newport or Edgmond
	TWC/2013/1033	Land off Haygate Rd	£9,810.47	Contribution to affordable housing delivery within Wellington
<b>Totals</b>			<b>£1,817,681.22</b>	

Community Facility contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£20,556.20	Contribution towards Disabled angling at Apley pool
	TWC/2019/1046	Ironbridge Power Station	£55,344.73	Public Realm (Heritage) Improvements Contribution (first instalment)
<b>Totals</b>			<b>£75,900.93</b>	

## 5 Section 106 Receipts Retained

Education Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£391,854.80	Provision of a New Free Primary School at Priorslee
	W2006/0291 & TWC/2011/0541 & TWC/2015/0843	B1/B3 Apley Castle (Perigrine Way)	£145,562.72	Contribution towards Milbrook Primary extension
	TWC/2013/1033	Land off Haygate Rd	£1,067,717.73	Primary & Secondary Contributions
	TWC/2017/0941	Land West of Castle Farm Way Priorslee	£409,728.47	Contribution towards Primary Education and Holy Trinity Academy
	TWC/2016/0562	Former Beeches Hospital site Ironbridge	£30,284.39	Remodelling Madeley Primary school
	TWC/2011/0827	Audley Ave (Housing)	£329,434.16	Improvements to Education facilities Newport Infants and Burton Borough school
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£116,125.92	Remodelling Church Aston School
	TWC/2016/0978	Land to rear of 32 Bratton Rd	£59,578.62	Primary Education at Wrekin View Primary
	TWC/2015/0157	Land at Former Dairy Crest site Crudginton	£672,238.20	Primary and Secondary school contributions and secondary school transport

## 5 Section 106 Receipts Retained

	TWC/2014/0746	Site of Maxell Europe Ltd	£1,771,829.77	Education facilities at Millbrook Primary School & Charlton School
	TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£2,751,347.30	DFE School
	TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£308,109.70	Primary & secondary education within 3 miles of the development
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£921,951.91	Primary & secondary education within the development vicinity
	TWC/2016/0107	Former Concrete Works Lightmoor	£13,600.01	Education facilities at Captain Webb Primary School
	TWC/ 2021/0795	Land West of Station Road, Newport	£152,355.20	Improvements to local primary & secondary schools within 3 mile radius of the site
	TWC/2022/0390	Former New College Site Wellington	£144,522.67	Primary & secondary education in Wellington
	TWC/2022/0596	Former Abacus Day Nursery, Ketley Bank	£132,209.46	Improvements to local primary & secondary schools
	<b>Totals</b>		<b>£9,418,451.03</b>	

## 5 Section 106 Receipts Retained

Ecology Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2018/0252	Pool Hill Plot E Dawley	£14,475.92	Maintenance of ecology area
	TWC/2016/0562	Former Beeches Hospital Ironbridge	£13,695.46	Enhancements to Local Wildlife site at The Beeches
	TWC/2019/0487	Land West of Lawford Close, off Majestic Way	£57,325.05	Improvements & maintenance of Dawley pools & pit mounds
	TWC/2018/1019	Land South of Newcommon way	£26,307.79	Enhancements to adopted LNR at Rough Park
	TWC/2021/0127	Halesfield 18 & 20	£37,188.20	Biodiversity enhancements
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£16,085.95	Biodiversity enhancements
	TWC/2021/0010	Land on the East side of Hortonwood 40	£23,615.24	Tree and Ecology mitigation
	TWC/2016/0107	Former Concrete Works Lightmoor	£13,716.17	Reptile habitat work at Lightmoor Wildlife Park
	TWC/2021/0968	Plot 6 Hortonwood	£777.52	Newt licensing
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£170,373.26	Biodiversity enhancements
	TWC/2022/0881	Former Dunn Cow, Little Dawley	£1,518.15	Biodiversity enhancements

## 5 Section 106 Receipts Retained

	TWC/2018/0701	Former Charlton School, Severn Drive	£43,874.89	Improvement & maintenance of the Dothill LNR & repair, maintenance, creation of footpaths
	TWC/2021/0937	Land adj to Golden Bear Products	£90,723.50	Biodiversity enhancements
	TWC/2022/0914	Former Reynolds House, Station Quarter	£79,483.74	Biodiversity enhancements
	TWC/2021/0737	New Works Solar Farm	£47,460.48	Strategic Newt Licensing & habitat delivery
	TWC/2019/0503	Land South/West of Donnerville Drive, Admaston	£3034.74	Bean Hill Valley LNR Works
	<b>Totals</b>		<b>£639,728.11</b>	

Public Rights of Way Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2021/0795	Land West of Station Road, Newport	£9,563.35	Rights of way improvement in Newport
	TWC/2014/0230	Back Lane/Plantation Rd Tibberton	£6,594.01	Rights of way improvement sum for Tibberton
	TWC/2016/0918	The Red Lion Holly Rd Little Dawley	£7,037.25	Improvements to pedestrian link between Hafren Rd & Holly Rd Little Dawley
	TWC/2013/1033	Land off Haygate Rd	£9,376.09	Rights of way improvement sum in Wellington

## 5 Section 106 Receipts Retained

	TWC/2018/0524	Croppings Farm Stoney Hill	£10,141.95	Improvements to Rights of way connecting Stoney Hill to Lightmoor Way
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£25,786.67	Footpath provisions at canal bridge and top of Newport Canal
	TWC/2014/0113	Former British Sugar site Allscott	£2,600.82	Rights of way improvement sum in development vicinity
	TWC/2018/0361	Land at 66 Tibberton	£1,329.44	Rights of way improvement sum in Tibberton
	TWC/2018/1019	Land South of Newcommon way	£1,830.59	Rights of way improvement sum in development vicinity
	TWC/2014/0746	Site of Maxell Europe Ltd	£59,946.91	Works to improve footpaths around Apley Pool
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£100,510.77	Footpath routes in Granville Park
	TWC/2016/0107	Former Concrete Works Lightmoor	£41,147.09	Rights of way improvement sum in development vicinity
	TWC/2010/0111 & TWC/2014/0258	Land at Former Ibstock Brickworks	£1,071.66	Rights of way improvement sum in development vicinity
	<b>Totals</b>		<b>£276,936.60</b>	

## 5 Section 106 Receipts Retained

Tree Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2010/0722	Redhill - Ecological Park	£265,949.89	Maintenance according to landscape plan of Redhill Ecological Park
	W2004/0972	Lawley trees	£23,503.10	Maintenance of street trees in Lawley
	TWC/2012/0371	Land at Muxton C2 & C3	£7,543.17	Footpath creation in the vicinity
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£63,082.45	Management of tree lined Avenue, Apley Woods
	TWC/2020/0518	NFU House (Land at Southwater Way)	£7,741.75	Management of woodland (Nuplace site)
	TWC/2021/0795	Land West of Station Road, Newport	£28,051.00	Tree replacement contribution
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£93,455.90	Tree replacement contribution
	TWC/2021/0937	Land adj to Golden Bear Products	£55,539.12	Tree replacement contribution
	TWC/2019/1046	Iron Bridge Power Station	£100,434.17	Tree management/ safety inspections and planting relating to increased pressure/footfall in the Gorge
	<b>Totals</b>		<b>£645,300.55</b>	

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**TELFORD & WREKIN COUNCIL**  
**REVENUE BASE BUDGET**  
(before savings, investments and any final grant changes)

	<u>2025/26</u>	<u>2025/26</u>	<u>2025/26</u>
	<u>GROSS</u> <u>EXPENDITURE</u>	<u>GROSS</u> <u>INCOME</u>	<u>NET</u> <u>EXPENDITURE</u>
	£	£	£
Finance, People & IDT	38,771,830	20,307,497	18,464,333
Policy & Governance	9,277,384	7,912,323	1,365,061
Adult Social Care	128,603,239	47,755,995	80,847,244
Housing, Commercial & Customer Services	87,109,092	79,590,956	7,518,136
Children's Safeguarding & Family Support	63,758,041	11,073,432	52,684,609
Education & Skills	163,998,928	150,197,350	13,801,578
Health & Wellbeing	11,135,337	9,965,207	1,170,130
Neighbourhood & Enforcement Services	50,385,894	16,905,963	33,479,931
Prosperity & Investment	29,108,889	34,813,985	(5,705,096)
Corporate Items	29,310,251	52,814,400	(23,504,149)
Netting off of Internal Recharges included above	(57,386,932)	(57,386,932)	0
<b>Total Net Budget</b>	<b>554,071,952</b>	<b>373,950,176</b>	<b>180,121,776</b>

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## ANALYSIS OF BASE BUDGET MOVEMENTS

Base Budget Movements from 2024/25	2025/26	
	£'000	£'000
<b>2024/25 Base Budget</b>		<b>157,296</b>
One-Off Contingencies		1,291
		<b>158,587</b>
<u>Inflation</u>		
General - major contracts	1,800	
Pay Inflation	4,553	
National Insurance changes in Autumn Budget 2024	2,500	
National Insurance changes in Autumn Budget 2024 - assumed funding	(2,500)	
		<b>6,353</b>
<u>Council Wide Items</u>		
Changes to Various Government Grants (including Extended Producer Responsibility and Recovery Grant)	(6,083)	
Housing Benefit Subsidy	500	
Operational Bldgs essential works (incl. health & safety)	500	
ICT/Systems costs	190	
Income pressures due to changes in service provision	951	
DFE reduction in funding - Joint use	141	
		<b>(3,801)</b>
<u>Capital/Treasury</u>		
Cost of Capital Programme	1,779	
		<b>1,779</b>
<u>Service Pressures</u>		
Children's Safeguarding & Family Support Pressures	2,973	
Adult Social Care Pressures	12,705	
Additional grant funding - social care	(3,091)	
Extended Producer Responsibility and Environmental Issues- spend	1,548	
Healthy Child Programme	260	
Other	799	
		<b>15,194</b>
<u>Savings</u>		
24/25 one off savings adjustment	2,094	
Assumed savings ref. capital investments	(84)	
		<b>2,010</b>
<b>Base Budget</b>		<b>180,122</b>
<u>Less Funding</u>		
Council Tax Income	86,953	
Council Tax increase	4,461	
Council Tax growth in base	2,400	
Council Tax Collection Fund	2,649	
Revenue Support Grant	12,689	
Top Up Grant	5,980	
Section 31 Grant - local projection	13,019	
Locally Retained Business Rates	38,883	
		<b>167,034</b>
<b>Base Budget Gap</b>		<b>13,088</b>

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SCHEDULE OF ADDITIONAL SAVINGS PROPOSALS

Description of Saving	2025/26 £	2026/27 £	2027/28 £	Total Saving £
Service Restructures and staff savings across the organisation	1,076,428	-223,000	-315,000	538,428
Income generation including Nuplace, leisure services and trading operations	3,337,125	-1,944,375	800,000	2,192,750
Service Review/Re-design/Procurement	8,299,000	185,000	30,000	8,514,000
Efficiencies through rationalisation of properties	130,000	200,000	0	330,000
Various other efficiencies across the organisation	246,200	-30,000	0	216,200
<b>TOTAL SAVINGS</b>	<b>13,088,753</b>	<b>-1,812,375</b>	<b>515,000</b>	<b>11,791,378</b>

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## Appendix 11

### Children's Safeguarding & Family Support – Continuous Improvement Plan

#### **Introduction:**

Councils in England are spending more than ever on social care services for children and families. Growth in expenditure of more than £600 million in 2022-23 represented a 5% increase from the previous year, meaning total annual expenditure now exceeds £12.2 billion, over £1 billion higher than it was in 2010-11 and more than £2 billion more than it was six years prior.

Within this, the rapid growth in spending on residential care placements has emerged as the most pressing issue for many local authorities in recent years. Since 2010-11, expenditure on children's residential care has risen by more than £1 billion, equivalent to an 89% increase. Much of this has been a result of increases in the number of children placed in residential care, which has more than doubled since 2011. Worryingly, this trend appears to be occurring, at least in part, due to a shortage of suitable alternative placements rather than because this type of care has been assessed as the best option for the child.

Crucially, and most alarmingly, around half of the spending growth has occurred in the last two years alone. The accelerating cost of residential care placements is a consequence of both growing numbers of children and increased complexity of needs, but there are also fundamental issues with where and how this care is provided, in particular the relatively weak power of councils to influence prices. But the increase in the demand for residential care placements is in part a consequence of wider social and economic changes which have served to exacerbate many of the key factors that drive increases in children's social care activity.

Since 2010, the number of children living in poverty in England has risen by more than one-fifth (21%). At the same time, the number in temporary accommodation has almost doubled and those living in overcrowded homes is up by 8%. There are also now more older children in the care system. As a result, the prevalence of mental health issues has risen and there is a greater presence of complex risks from issues such as gang-related activity, child sexual exploitation, and substance misuse. The growing number of unaccompanied asylum-seeking children entering the care system in recent years has also been a contributing factor to the ageing of the care population. These children often arrive in the UK after fleeing traumatic experiences such as war and famine, and once in the UK can require specialist care to help them recover from past trauma and thrive.

Delivering better outcomes for the children and young people coming into contact with children's services in Telford and Wrekin is fundamental to breaking down the barriers to opportunity. Our continuous improvement plan is very much focused on reviewing and re-modelling services and finding new and innovative ways of doing more for less. Whilst doing so, our foremost priority is to promote the wellbeing and safeguarding of vulnerable children and young people, in line with our statutory responsibilities.

### **Local Context and Challenges:**

- Telford and Wrekin has an increasingly growing population. The 2023 population was estimated to be 191,915, an increase of 2,915 (1.5%) since mid-year 2022.
- The change in the borough's population (1.5%) compares with an increase of 1.0% for England, 1.1% for the West Midlands and 1.0% for the borough's CIPFA statistical neighbours.
- Internal Migration accounted for 56% of population change from 2022 to 2023.
- International Migration accounted for 42% of population change from 2022 to 2023
- 21% of children in Telford and Wrekin live in income deprived families.
- Demand for Children's Social Care is lower than it has been for the last three years with the referral rate per 10,000 children in Telford and Wrekin at 318 at year end. This is lower than the West Midlands, our statistical neighbours and all England rate. This is also true for new child protection plans.
- There are increased complexities in the needs of many of our children and families.
- Increased demand and rising unit costs, particularly for looked after children, is a substantive issue for children's social care. Care Market costs have significantly increased above inflation with workforce being a challenge.
- There is a lack of adequate accommodation across the national system but there is also a lack of local accommodation which has negative outcomes for children, i.e., leading to them being moved far from family and wider kinship networks.
- Accommodation for children with complex and specialist needs is the scarcest; there are no secure children's homes in the West Midlands.
- The government withdrew the use of unregulated accommodation for 16- and 17-year-olds from October 2023. While intended to improve the quality of children's homes through better oversight, this has placed extra demands on the system. The Department for Education (DfE) has allocated £123m to cover the impact of these changes over a three year period, but when taking account of demand growth, it is estimated that the total cost to local authorities could be nearly three times this.
- National foster carer shortage – both in terms of recruitment and retention.
- Workforce availability across health and social care. The most important factor in retaining social workers is high caseloads with issues related to being overworked were those most cited by people considering leaving the sector.
- In December 2021 the National UASC Transfer Scheme (NTS) was made mandatory to ensure more equitable distribution of new arrivals across the country. In August 2022, the NTS rate was increased from 0.07% to 0.1% of a LA's child population and, in a push to end the use of hotels to accommodate UASC, the ten-day transfer deadline was reduced to five working days. This has had a significant impact in Telford and Wrekin, with numbers now at 48 (having more than doubled over recent years); these young people make up 11.9% of our looked after children population. Many of whom have suffered complex trauma and need additional support.
- We continue to see evidence of the ripple effect felt by our children's services stemming from external factors beyond our control as a local authority. Some of the factors are mentioned elsewhere in this report, such as housing, the cost-of-living crisis and challenges faced by other partner agencies. Education, schools and pressures in the health service have a significant impact on children, and their families, as well as detrimentally on children's services.
- Child sexual exploitation, child criminal exploitation and county lines gangs.

- There is significant evidence relating to the increasing poor emotional wellbeing and mental health needs of children, and their parents and carers, plus a body of national policy and service provision to both prevent and tackle this.
- There are also challenges and pressures on the education and SEND system (including the high needs block of funding) which are of equal concern.
- In Telford and Wrekin, 55% of new entries into care were aged 11+ which is an age group where early help, edge of care, child exploitation and diversionary services can have a considerable effect in avoiding care. We have seen a notable difference in the number of children entering care aged 0-1 so far this year with this previously being our highest age bracket for children coming into care. This is an age group where early help, parenting programmes and effective pre-proceedings work can have a significant impact on outcomes for families.
- There are an increasing number of young people aged 16-17 presenting as homeless. This is another key area of focus with the development of a Telford and Wrekin Joint Housing Protocol.

### **Our Operating Model**

Our approach to delivering children's services is to ensure that every child has the right to grow up in their birth family, where it is safe for them to do so, and in their best interests. This principle is grounded in Article 8 of the Human Rights Act 1998 – right to a Private Family Life. Where it is not possible, our aspiration is for them to reside within their family or relational networks.

Therefore, the lens of our practice when working alongside families is first and foremost how we can support parents to make this happen. We consider how we can aid the capacity of birth parents to make changes to their parenting to meet the needs of their child or children, utilising professional support complemented by a framework of support available from their extended network of family and friends.

This includes involving extended networks at the earliest stage in terms of identifying support to enable parents to care for their child/children, identifying who could care for their child/children in a crisis or if the situation became unsafe for the child to remain in their parent/s' care and any support that may be required to enable this to happen. As well as ensuring that the child/children/young person maintains meaningful links with people that are important to them.

This is reflected within our Family First Strategy and overarching practice framework which outlines our relational approaches when working alongside children, young people and their families, and our commitment to this approach. We are ahead of the trajectory of the ongoing social care reforms with publishing our Family First Strategy, following the National change of Family safeguarding and support, practicing with the lens of family first – ensuring that wherever possible a child has the right to safely remain in their birth family, involving the family at an early point to support parents with caring for children, identifying carers early if this isn't possible and complete assessments or support families in private law applications in a timely manner.

We have introduced the Special Guardianship Order: No Detriment Policy. There are occasions when it is not appropriate for a child to remain living with their parents and permanence is secured elsewhere. In the best interests of the child and guided by legislation the option to place with extended family members or family friends is often the first port of call. On these occasions Court Orders enable other adults to look after the child either as a connected carer or a special guardian.

In order to secure the best outcomes and right permanence for children the Local Authority has now revised its financial offer to Special Guardians by introducing a 'no detriment' offer for to Special Guardians who care for children whom they previously looked after.

#### Implementation of Valuing Care

In direct response to challenges with both placement sufficiency, spend and more importantly improve outcomes for the children and young people we have been collaborating with IMPOWER consulting to develop and apply a new approach to help reduce spending on statutory services for children in care. Valuing Care is an approach to practice and commissioning which embeds a focus on children's needs, strengths, aspirations and outcomes to enable more effective conversations around how care can best meet individual children's needs. The aim of Valuing Care is to better match needs with placements wherever possible and maximise the efficiency of spending on placement costs, which CCN research earlier this year showed can fluctuate wildly depending on myriad factors.

#### DFE's Strengthening Families, Protecting Children Programme: Family Safeguarding

Telford and Wrekin Council applied and were successful to join the DFE's Strengthening Families, Protecting Children Programme, where £84 million has been invested over 5 years to support up to 20 local authorities to improve work with families and safely reduce the number of children entering care by adopting one of three successful models developed elsewhere.

Family Safeguarding was developed by Hertfordshire County Council in 2015, where it has delivered a radical impact in improving outcomes for children and their families whilst also significantly reducing demands and costs for the county. The model has been independently evaluated as being very effective, has been complimented by Ofsted and is being replicated by local authorities across the country. Key to its success is the initial intensive support provided to both children and the adults in their families.

Family safeguarding was launched to support children and their families within the child in need and child protection, pre and post proceedings framework from a multi-agency approach centered on strengths-based working. This included training over 180 practitioners in relation to motivational interviewing and completing engagement work with the partnership to ensure a consistency of approach. The implementation of family safeguarding alongside mechanisms for overseeing and monitoring pre and post proceedings in a timely effective manner has aided a reduction in child protection planning and care applications.

#### Family Hubs

Telford and Wrekin was one of 75 LA's eligible for Government funding to implement a family hub model having been pre-selected in LA rank order using the Income Deprivation Affecting Children Indices. Family Hubs have now been launched in Telford and Wrekin –

through both physical sites and a robust digital offer. Family Hubs are very much focused on the importance of giving families the support they need recognising that all families need support from time to time to help their babies and children thrive, whether that's from friends, family, volunteers, or practitioners.

The ambition is for every family to receive the support they need, when they need it. Family Hubs enable all families to have access to the information and tools they need to care for and interact positively with their babies and children, and to look after their own wellbeing. They look to improve join-up between state and non-state services and take a whole family approach better supporting families to access the help they need. Evidence is clear that identifying risks early and preventing problems from escalating leads to better long-term outcomes.

#### NSPCC Reunification Practice Framework

When a child is being cared for by the local authority we will continually review if it is in the child's best interests to return to the care of their parents or be placed within their relational network and identify the support that would be required.

If a child is subject to a Care Order and is placed at home with his/her parents under Care Planning, Placement and Case Review Regulations 2010, the local authority will keep the arrangement under regular review and seek to revoke the Care Order at the earliest opportunity once assessments show that the parent/s have been able to make and sustain positive change.

In 2019-20, the NSPCC Reunification Practice Framework was introduced in Telford and Wrekin's children's services. It was reported in our 2020 Ofsted inspection that we have "A highly effective and creative service [that] successfully assists children, especially older children, to remain with their birth family, or supports a return to their family wherever it is safe to do so... Families are supported to ensure that changes are sustainable, avoiding the need for further care episodes and reducing the need for further statutory involvement. Exit strategies are carefully planned to ensure that families can sustain change themselves."

#### Family Solutions

The Family Solutions service includes Family Group Conferencing and works to achieve several key outcomes that feed into the cost improvement plan.

Our services refer to Family Solutions when it is considered that a child is perceived to be at the 'edge of care' or at risk of becoming looked after.

Family Solutions also support children and young people to stepdown from residential to foster placement, providing clear stepdown plans and working with all involved to ensure that there is robust planning to achieve successful transition and prevent placement breakdowns. The remit of this offer is now broader, with support for some of our older young people to transition to semi-independent living arrangements and support for reunification plans, with the whole team trained in and championing the NSPCC reunification practice framework.

#### Family Group Conferences/Family Conversations

Families are offered the opportunity to engage in a family group conference. The ethos of this is to recognise the strengths that are evident within the family and how these can be

built upon to support in meeting the needs of the child/young person, supporting them to resolve difficulties using their own knowledge and skills which is complimented by professional support.

Linked to this we also offer family conversations to enable the extended relational network of a child/young person to be able to voice their opinions; sharing their knowledge and expertise to devise a family plan to meet the child/young person's needs and to help keep them safe. Family meetings need to occur at the earliest stage to support parents caring for their children, but also as a mechanism for identifying who could care for the child in a crisis or be considered to care for the child if it is not safe for them to remain at home with their parents. The meetings also seek to identify any barriers for family members/extended networks being able to care for a child/young person and provides an opportunity for support to be provided early with an aim to mitigate any difficulties identified.

### Systemic Practice

We are now in the eighth year of embedding Systemic Practice in to make system changes to the way we work with children and young people. The systemic practice model is family-focused, and strengths-based, to build families and/or young people's capacity to address their own problems more effectively.

We have enhanced our Systemic practice offer to include check points for consultations to aid care planning and relational working alongside families from a therapeutic lens. This has also included direct therapeutic work to support children and their families. Every service has a POD to explore systemic concepts to aid relational working. There is a programme of training to aid the embedment of systemic practice across Children's Services.

### Family Networks

Family Networks Pilot through the Department for Education as part of the programme launched to transform children's social care. This pilot is designed to help keep more children in loving and stable family homes where it is safe to do so. The purpose of this pilot is to find transformative ways to involve wider family members with funding to support parents so that children stay at home with their families. The pilot will conclude in March 2025.

### Together4Children

We continue to be part of the Together4Children Regional Adoption Agency (RAA) as a partnership between Shropshire Council, Staffordshire County Council, Stoke-on-Trent City Council and Telford & Wrekin Council. The RAA delivers a range of functions, including:

- Recruiting and assessing adoptive families;
- Finding families for the children from our region who need adoptive families;
- Providing adoption support services to adopted children, their families, birth families and adopted adults.

### In-house Fostering Strategy

As corporate parents our ambition is to recruit and retain the best foster carers to provide the best possible care for our looked after children. Our "in-house" foster carers are central to our aims to secure the best possible outcomes for children in our care.

We have increased both the support provided and financial incentives to our in-house foster carers, aiming to reduce future costs of the service by increasing the number of in-house options, as well as ensuring that in-house foster carers have the financial resources to provide the best care possible for children in their care.

This has enabled the authority to become financially competitive in the foster care market and has ensured that existing foster carers remain with the borough. We are also holding family finding events and focusing on targeted recruitment campaigns for foster carers able to care for sibling groups and fostering plus placements.

We have also:

- Further developed our marketing strategy, with a dedicated resource to make the Telford and Wrekin fostering brand more visible across the borough.
- Reviewed our recruitment processes to ensure that the service responds swiftly to all enquiries and visit all potential new carers as soon as they express an interest in becoming a foster carer for Telford and Wrekin.
- Developed our support offer to Foster Carers which includes access to therapy to promote wellbeing and improve placement stability for our children and young people.
- Worked with colleagues from across the Council to look at additional ways to support our in-house fostering service to support our carers to care for children and young people with disabilities or additional support needs, e.g. through adaptations and housing offers.
- Enhanced focus on Family and Friends foster care.

#### Commissioning and brokerage of care and placements

We are in the process of implementing the Valuing Care tool to existing commissioning and brokerage processes and practice – with a focus on home finding and provider management. The aim is to demonstrate an alternative approach to finding care which better meets need and provides better value, by more clearly and accurately describing the child's need and focussing on strengths and aspirations.

As part of this we will be looking to identify opportunities for changes to care, support and placements (inc. step down, reunification, permanence, alternative level of support, engagement with health). We are also delivering an intervention which uses the 'Family Values' approach to improve, develop and strengthen foster carer recruitment and retention.

#### Coproduction

We have commenced our co-production journey by the development of the Dandelion group, parents with lived experience that support practice and system change. They are actively involved in supporting the development of services and practice to ensure a family friendly acknowledging that there is a direct correlation between the lived experience of the parents and that of the child/young person.

We have invested in training three of the Dandelion members in peer parent advocacy training and have they commenced one to one advocacy with parents supported within the family safeguarding service to understand our processes and enable them to have a stronger voice. They have co-produced changes to the child protection conferencing process and have enhanced the parental involvement within this forum. In addition, the Dandelion group have co-delivered training from the lens of parental perspectives to aid relational

working. This development has been recognised as an area of strength and the first of its kind within the region.

#### Reducing Parental Conflict

Following our successful application to the Reducing Parental Conflict (RPC) Workforce Development Grant, a Reducing Parental Conflict partnership conference was held in February 2022 to raise awareness and knowledge and enhance skills around Reducing Parental Conflict. We have also developed and implemented a bespoke intervention tool kit and introduced experts' 'Specialist Relationship Champions' across the Partnership to be a point of contact to share good practice and knowledge. We have also enhanced practitioner training completed by Relationship champions.

#### Investment in specialist Criminal Exploitation Team

We have invested in our CATE team and have completed all recommendations following on from the Independent Inquiry Report.

#### Practitioner recruitment and retention

Introduction of a Social Work Progression Framework to better support our Social Worker recruitment and retention. We have again this year, achieved the lowest turnover, vacancy rates and use of agency social work practitioners in the region.

### **Summary**

The ongoing development of our Children's Services Improvement Programme aims to ensure that families experiencing complex and multiple difficulties will receive accessible co-ordinated support at the time that they need it. Targeted and specialist interventions are offered to children, young people and families with existing risk factors and vulnerabilities in order to reduce the severity of problems that have started to emerge and prevent problems escalating.

We want to achieve good outcomes for all children and families in Telford and Wrekin, as quickly and effectively as possible. Ensuring good outcomes for vulnerable children requires a strong collaborative approach between all agencies and a culture of mutual support and challenge. We will continue to promote integrated working across all tiers of need and evaluate service provision to ensure they are meeting our objectives.

The aim is to continuously review, appraise and prioritise change activity to deliver corporate and departmental objectives. Within this will be the oversight of our high-level change programme plan focused on identifying and delivering opportunities across the child's journey to improve outcomes and reduce costs.

## **APPENDIX 12**

### **Adult Social Care (ASC)** **Continuous Improvement Plan**

#### **1 Current Challenges**

- Demand for Adult Social Care (ASC) continues to rise each year, people are living longer and there are more people living with long-term conditions, complex needs particularly dementia within residential and domiciliary care.
- There are increasing numbers of young adults in transition to ASC with complex needs.
- Care Market costs are increasing at a significant rate with workforce costs and recruitment being a challenge and sustainability. In addition to this the recent announcement in the Autumn Budget of increase of National Insurance contributions and Living Minimum Wage will have a significant cost pressure on the Provider Market and Community Voluntary Groups we support and likely to be a pressure on Council Budgets.
- We are also seeing increased numbers of people with complex needs discharged from hospital or supported at home to prevent hospital admission.
- The longer-term Covid legacy impact upon the availability and cost of care continues to be a challenge for our providers.
- The increased complexity of the needs of some people who we continue to support in their own home.
- Challenging workforce availability across health and social care. Especially with occupational Therapist roles.
- Telford and Wrekin has an increasingly older population with the prevalence of age-related conditions.
- The length of stay of people in residential and domiciliary service has significantly increased over a number of years which has increased the demand on resources.
- One of the biggest challenges for the borough remains health inequalities. It is important to emphasise, though, that the health of the borough is improving overall, however for a number of key measures the health of the population is not as good as the national average. Health outcomes are poorest in our most deprived communities of the borough with key challenges including a lower life expectancy, higher rates of long-term illness and disabilities, high obesity rates and high rates of admissions to hospital for a variety of conditions.

#### **2 Population Key Facts**

- The estimated the population of Telford & Wrekin in 2023 was 191,915, increasing by 2,915 in twelve months (2022 to 2023). The growth of the population between 2022 and 2023 (1.5%) continues to be at a greater rate than England (1.0%)
- The borough saw one of the largest increases in population aged 65 plus in England in the decade to 2023, with an increase of 28.5% (England 16.1%) –

the highest increase of all West Midlands upper tier local authorities and the third highest of all 151 upper tier authorities in England (source: *ONS mid-year population estimates 2023*).

- There are estimated 18,000 people providing unpaid care to a partner, family member or other person. This equates to 1 in 10 people (10.5%), greater than England rate (8.9%) and the 10<sup>th</sup> highest rate of all upper tier local authorities in England (source Census 2021)
- 1 in 5 or 20.5% of the population are disabled compared to England 17.7%
- For more information about the population of Telford and Wrekin, visit [www.telford.gov.uk/factsandfigures](http://www.telford.gov.uk/factsandfigures)

### **3 Our Operating Model**

In Telford and Wrekin Adult Social Care we continue to follow a preventative, person-centred, strength and community asset-based approach which seeks to enable people with care and support needs to live as independently as possible in their own homes and communities.

Our approach importantly focuses upon ensuring prevention, early intervention and access to information and advice about health and social care. This enables people to make informed choices to enable them to keep independent whilst getting the information they need when they need it. Given the challenges currently faced across health and social care nationally as well as locally, it is critical that we continue to follow this preventative approach. This will ensure we can manage the complex needs people have and use resources efficiently to improve outcomes for local people with care and support needs, and their families/carers and people receive the right information and advice at first contact.

Part of the overall operating model is a financial model. This is used every year to estimate the expenditure and income likely to accrue from the delivery of care at the anticipated demand and based on estimated provider rates. Population is just one of many factors which are taken into account in developing the model, others include complexity of care, Government and Council strategy, and the impact of partner organisations on Social Care activity and funding. The volatility and complexity within the service means that there is always likely to be uncertainty in the predictions of demand which makes it challenging to predict budgetary impact. A three-year planning horizon is used to determine the budget requirement in the medium term. Once the budget is set around March, detailed monitoring of financial performance and issues ensues throughout the year. Reports based on spending and income profiles are prepared in order to provide good quality financial information for the service and for updating the Council's Senior Management Team and Cabinet Members. Modelling is a dynamic process and is regularly updated as the position moves during the year.

#### **Co-Production and Making It Real**

Co-production is about hearing the voice of the person(s) who access and/or use adult social care services. By creating an equal partnership between

people who access adult social care and professionals, we can work together to make the best use of resources, deliver better outcomes and build stronger communities. Co-production is built on the principle that those who use services are best placed to help design them. We work in partnership with experts by their experience to continue to develop adult social care into a modern aspirational service. Our co-production framework describes our approach in detail: [https://www.telford.gov.uk/downloads/file/18315/adult\\_social\\_care\\_co-production\\_framework](https://www.telford.gov.uk/downloads/file/18315/adult_social_care_co-production_framework)

The Making it Real Board with our other specialist partnership boards work together to ensure we deliver our statutory duties in the most impactful way. Our Making It Real board is made up of people who use adult services or who are interested in the development of adult social care (ASC) in Telford and Wrekin. The board works in co-production with council leaders, making recommendations on how different service areas can improve and develop, with the aim of seeing services progress towards more person-centred, community-based support.

As 'experts by experience' the board members are uniquely placed to ensure that council leaders are kept in touch with the day-to-day realities for people who use services and their carers, and that local people are placed at the heart of decisions around the future of adult social care in the borough.

### **Prevention, Early Information and Advice**

We continue to develop and improve the level of information, advice, support and guidance at our first point of contact, enabling people to help, support themselves to maintain their independence as far as possible. This helps us ensure that we can support the most vulnerable in our communities. Part of the initial support, where it is appropriate to do so, is to signpost to available and suitable community assets.

There are a range of early help, advice and interventions dependent upon the level of need that help us ensure that we use our resources proportionately:

#### Live Well Telford (LWT)

Our online all age community directory of services provides self-help options, whilst promoting choice, control and independence for people to help themselves. Live Well Telford provides information and signposting to a wide range of services, activities and organisations in the area; to help everyone find the support they need to live healthy independent lives. People can look for information on services, activities and organisations who can give advice or practical support, help at home, health conditions, childcare information, leisure information and much more. Over 1500 Services are now registered and available on LWT.

## **Wellbeing and Independence Partnership (WIP)**

Working in partnership with Voluntary organisations who provide individuals with information, advice, support, guidance and advocacy services without the need to contact ASC services

## **Family Connect**

Providing specific social care information, safeguarding, advice, and signposting to other relevant services and organisations in line with the Care Act.

## **Live Well Hubs**

We continue to provide information, advice and guidance through our hubs and booked appointments. This means that individuals and their families can have an early conversation with ASC staff about their care and support needs with the intention of promoting their independence for longer.

## **Calm Café**

Providing support to those with emotional and mental health care and support needs – a space to meet likeminded people and gain support from trained staff.

## **Independent Living Centre**

The independent Living Centre run in partnership with the CVS is now well established in the town centre and offers a drop in and booked appointments for information and advice about staying independent. This is including practical advice, equipment and assistive technology. There is also an online 'Virtual House' where from the comfort of people's own home a virtual tour of a house with examples of independent living equipment and technology that can be purchased directly: [Virtual House Tour](#) This resource is particularly important as we see the numbers of older adults in Telford and Wrekin increasing over the next few years and we want to make sure that we are providing that early information to prevent or delay higher levels of interventions being required.

## **Carers Wellbeing**

Our new All-Age Carers strategy has just been approved through Cabinet which provides a strategic direction for supporting carers of all ages with clear outcome of delivery over the coming year.

We have a Carers Centre providing support to Carers of all ages providing advice and support to enable people to keep their independence for as long as possible. For the third year with our local partners, we have developed a Carers Wellbeing guide that has been circulated widely across communication channels and to carers known to the Council and partners: [Carers Wellbeing Guide](#) This gives Carers key information about the support available in Telford and Wrekin.

## **Transition to Adulthood**

The ALD Team support all young people preparing for Adulthood from the age of 14. This enables time for the Adult Social Care worker to work with the young

person, carers, Children's services, health and education to build a relationship and plan for services for when young person reaches 18.

It is important for our commissioners to be able to understand service needs and plan for the future based on the young people who will need support from Adult Social Care. They link with developers, care providers and housing to develop services, looking at those who may require individual support and those young people who benefit from shared support. The transition process enables us to also support young people to get to know the universal support they can access in the community to maximise their independence and social inclusion. Alongside this we are working with leisure services to increase opportunities for inclusive leisure in Telford and Wrekin, where we are considering the current and future needs of individuals to help lead fulfilling lives. Working with carers is paramount in helping to achieve desired outcomes for the young people, whilst supporting carers to continue to maintain their caring role.

### **Specialist Housing Options and Extra Care**

Our specialist housing options, and extra care offer continues to grow in Telford – promoting independence in a cost-effective way, enabling people to live in the community with their own front door, with assistance.

### **Digital Transformation**

We are currently working with social care providers across our ICS to pilot digital social care technology, funded via NHSX, including digital social care records (DSCR) to ensure data is captured at the point of care and can be shared between care settings; and fall prevention technologies that can reduce the frequency and severity of hospital admissions.

The adoption of care technologies, including 'Ethel', will enhance the quality, safety and efficiency of social care. Ethel is an innovative touchscreen tablet that allows families and carers to stay in touch with the person via use of an 'always on', large touchscreen tablet. It allows an older person, or a person living with disabilities to contact a pre-set list of contacts like family members, a carer or health professional simply by tapping the screen, promoting independence for the person.

### **Hospital Discharge**

We continue to work with partners in an integrated discharge team supporting people with complex needs, to leave hospital when they are medically fit to do so. We use a strengths-based approach post hospital discharge and ensures that only individuals with complex needs go on to have clinically led intermediate care and many more are supported with community resources and assets to return home.

### **Care Act Assessments and Long Term Support**

Our trend in providing long-term care demonstrates that we are supporting more older people to live within their own home and supporting people with a physical / sensory disability with their independence. We continue to perform

well nationally being in the top quartile for the numbers of people supported to live in their own home as opposed to residential care supported by our community social work and occupational therapy teams and options for housing support including extra care provision.

We have a specialist team supporting those with learning disabilities and autism and a team supporting those with mental health issues. This ensures that staff have expertise in supporting people in these group and this has enabled the team to support even more individuals towards greater independence whilst supporting family carers too.

Following engagement with people and their families, we developed the Learning Disability Strategy, Ageing Well Strategy, Autism Strategy and All-Age Carers Strategy. The associated Partnership Boards enable us to develop our offer to meet current and future needs.

We are currently working with partners and local people to develop an All-Age Mental Health Strategy for Telford and Wrekin.

### **Supporting our Care Provider Market**

We continue to work closely with our Care Provider Market and have co-produced our Market Position Statement: [Market Position Statement](#) with Partners in Care and Care Providers to develop our market to meet current and future need. Our Market Position Statement sets out our story so far and will be refreshed in co-production with our care sector in 2024/25.

Capital Programme - 2025/26 - 2028/29

Policy Area	Total £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'001	Later Years £'000
Adult Social Care	114	27	87	0	0	0	0
Corporate Items	19,290	1,000	2,065	8,100	8,125	0	0
Education & Skills	45,238	15,527	29,711	0	0	0	0
Finance, People & IDT	16,455	5,931	3,159	3,175	2,095	2,095	0
Housing, Commercial & Customer Services	25,215	6,470	13,245	5,500	0	0	0
Neighbourhood & Enforcement Services	31,844	12,860	11,980	2,404	2,300	2,300	0
Policy & Governance	564	87	291	62	62	62	0
Prosperity & Investment	237,658	51,249	91,025	61,140	33,344	900	0
<b>Total Expenditure</b>	<b>376,378</b>	<b>93,151</b>	<b>151,563</b>	<b>80,381</b>	<b>45,926</b>	<b>5,357</b>	<b>0</b>
<b>Resources</b>							
Government Grant	95,833	39,252	56,477	104	0	0	0
Prudential	249,851	41,856	82,565	74,147	45,926	5,357	0
Capital Receipts	15,749	4,613	5,136	6,000	0	0	0
Revenue	1,336	343	993	0	0	0	0
External	13,609	7,087	6,392	130	0	0	0
<b>Total Resources</b>	<b>376,378</b>	<b>93,151</b>	<b>151,563</b>	<b>80,381</b>	<b>45,926</b>	<b>5,357</b>	<b>-</b>

Capital Programme - 2025/26 - 2028/29												
Scheme Summary showing major schemes separately												
Executive Director	Scheme	Expenditure						Funding				
		Total £'000	2024/25	2025/26	2026/27	2027/28	2028/29	later years	Gov'n Grant £'000	Capital Receipts £'000	Revenue £'000	External £'000
Adult Social Care	Integrated Community Schemes	82	0	82	0	0	0	0	0	82	0	0
	Housing & Technology support for People with Learning Disabilities	0	0	0	0	0	0	0	0	0	0	0
	Adults Supported Accommodation	0	0	0	0	0	0	0	0	0	0	0
	Social Care Capital Grant	32	27	5	0	0	0	0	5	27	0	0
		114	27	87	0	0	0	0	5	109	0	0
Corporate Items	Efficiency Schemes Capitalisation	5,625	1,000	2,000	2,000	625	0	0	0	0	5,625	0
	Capital Investment Fund	13,665	0	65	6,100	7,500	0	0	0	13,665	0	0
	Managing the funding of the Capital Programme	0	0	0	0	0	0	0	0	4,548	(4,548)	0
		19,290	1,000	2,065	8,100	8,125	0	0	0	18,213	1,077	0
Education & Skills	All Other school schemes	45,238	15,527	29,711	0	0	0	0	44,014	0	1,224	0
		45,238	15,527	29,711	0	0	0	0	44,014	0	1,224	0
Finance, People & IDT	Finance & Human Resources other schemes	475	95	95	95	95	95	0	0	475	0	0
	ICT Investment Programme	15,980	5,836	3,064	3,080	2,000	2,000	0	0	13,276	1,825	133
		16,455	5,931	3,159	3,175	2,095	2,095	0	0	13,751	1,825	133
Housing, Commercial & Customer Services	Housing Related Schemes	5,791	4,389	1,402	0	0	0	0	3,848	1,841	102	0
	Affordable Housing Programme	9,730	1,765	5,465	2,500	0	0	0	0	8,830	0	900
	Climate Change	821	68	753	0	0	0	0	0	821	0	0
	Housing, Commercial & Customer Services other schemes	149	149	0	0	0	0	0	0	149	0	0
	Leisure & Cultural Schemes (including pool)	8,725	100	5,625	3,000	0	0	0	0	6,960	975	790
		25,216	6,471	13,245	5,500	0	0	0	3,848	18,601	1,077	790
												900
Neighbourhood & Enforcement Services	Environmental Improvements/ Enhancements	1,014	433	477	104	0	0	0	762	252	0	0
	Ironbridge Gorge Stability	54	54	0	0	0	0	0	0	54	0	0
	Newport Innovation & Enterprise Package	0	0	0	0	0	0	0	0	0	0	0
	Violence Against Women & Girls	185	185	0	0	0	0	0	0	185	0	0
	Mobile Enforcement Hub & CCTV	9	9	0	0	0	0	0	0	9	0	0
	Transport & Highways Schemes	30,582	12,179	11,503	2,300	2,300	2,300	0	17,320	13,138	0	37
		31,844	12,860	11,980	2,404	2,300	2,300	0	18,082	13,638	0	87
Policy & Governance	Legal Fees	403	62	155	62	62	62	0	0	403	0	0
	Branding Refresh	15	15	0	0	0	0	0	0	15	0	0
	Cemeteries	146	10	136	0	0	0	0	0	0	0	146
		564	87	291	62	62	62	0	0	418	0	146
Prosperity & Investment	Asset Management Plan - General Works & Surveys	3,411	611	700	700	700	700	0	42	3,219	0	150
	HE Land Deal	1,024	764	130	130	0	0	0	0	0	0	1,024
	HE Liability Sites	2,322	184	2,138	0	0	0	0	0	700	0	1,622
	Housing Company - Housing	94,035	19,633	29,130	19,946	25,326	0	0	0	94,035	0	0
	Land Deal Board Schemes	575	0	575	0	0	0	0	0	0	0	575
	Property Investment Programme	54,200	1,599	15,468	30,015	7,118	0	0	0	52,382	943	0
	Rights of Way	43	43	0	0	0	0	0	0	43	0	0
	Stronger Communities	1,470	50	1,420	0	0	0	0	0	1,470	0	0
	Get Building Fund	0	0	0	0	0	0	0	0	0	0	0
	Pride In Your High Street	2,497	335	1,162	1,000	0	0	0	0	2,417	0	80
	Towns Fund	26,496	14,102	11,688	706	0	0	0	3,568	11,869	3,280	7,780
	Levelling Up Fund	32,061	8,032	16,608	7,421	0	0	0	18,436	13,624	0	0
	Regeneration Funding	7,813	761	6,280	772	0	0	0	6,754	1,059	0	0
	Stalled Sites	804	156	398	250	0	0	0	0	500	304	0
	Prosperity & Investment other schemes	10,906	4,978	5,328	200	200	200	0	1,084	3,803	6,019	0
		237,657	51,248	91,025	61,140	33,344	900	0	29,884	185,121	10,546	230
												11,876
		376,378	93,151	151,563	80,381	45,926	5,357	0	95,833	249,851	15,749	1,336
												13,609