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Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date **Thursday, 9 July 2020** Time **10.00 am**
Venue **Remote Meeting**

Enquiries Regarding this Agenda

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Cabinet Members:

Councillor S Davies	Leader
Councillor R A Overton	Deputy Leader and Cabinet Member for Enforcement, Community Safety and Customer Services
Councillor A J Burford	Cabinet Member for Health & Social Care
Councillor E M Callear	Cabinet Member for Leisure, Libraries and Culture
Councillor L D Carter	Cabinet Member for Neighbourhood, Commercial Services and Regeneration
Councillor R C Evans	Cabinet Member for Council Finance and Governance
Councillor C Healy	Cabinet Member for Visitor Economy, Historic & Natural Environment and Climate Change
Councillor S A W Reynolds	Cabinet Member for Children, Young People, Education and Lifelong Learning
Councillor P Watling	Cabinet Member for Cooperative Communities, Engagement and Partnerships
Councillor D Wright	Cabinet Member for Economy, Housing, Transport and Infrastructure

Invitees:

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrats

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

3. **Minutes of the Previous Meeting**

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Key	4.	2020/21 Financial Monitoring Report	Cllr R C Evans
Key	5.	Better Homes for all	Cllr D Wright Cllr R Overton
Key	6.	Health & Wellbeing Strategy (Draft)	Cllr A Burford
	7.	Ofsted ILACS Report	Cllr S A W Reynolds
	8.	Outstanding Shared Lives Service - The Outcome Of The Care Quality Commission (CQC) Inspection Of The Local Authority Shared Lives Service	Cllr A J Burford

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CABINET

Minutes of a meeting of the Cabinet held on Thursday, 18 June 2020 at 10.00 am in Remote Meeting

PUBLISHED ON WEDNESDAY, 24 JUNE 2020

(DEADLINE FOR CALL-IN: MONDAY, 29 JUNE 2020)

Present: Councillors S Davies (Chair), R A Overton (Vice-Chair), A J Burford, E M Callear, L D Carter, R C Evans, C Healy, S A W Reynolds, P Watling and D Wright.

Also Present: Cllr A J Eade (Conservative Group Leader) and Cllr W L Tomlinson (Liberal Democrats / Independent Group Leader)

CAB-1 Declarations of Interest

None.

CAB-2 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting held on 20 February 2020 be confirmed and signed by the Chair.

CAB-3 Service & Financial Planning Report - 2019/20 Outturn

Key Decision identified as **2019/20 Outturn Report and Initial Trends for 2020/21** in the Notice of Key Decisions published on 20 May 2020.

Councillor R C Evans, Cabinet Member for Finance, Commercial Services and the Economy presented the report of the Director: Finance & Human Resources, Chief Finance Officer.

Cabinet Members noted that despite the significant financial impacts relating to the flooding of Ironbridge Gorge and the start of the coronavirus (CV-19) pandemic, the Council had ended the year in a positive financial position. The Council had not had to make any use of unplanned reserves in 2019/20 and had retained a prudent level of balances. This would support the Council in the current uncertain time.

The gross revenue budget for 2019/20 was £398m and the net budget was £121m. The revenue outturn position was within budget with a final net underspend of £0.146m (which was equivalent to only -0.12% of net budget) after the proposed transfers to reserves and balances had been made. This position had been achieved after delivering £6.1m of budget savings in 2019/20, on top of the £117m made in the previous 10 years giving a total of £123m - equivalent to around £1,500pa for every home in the Borough.

The funding outlook for the medium term was very uncertain. The Government had confirmed that, due to the Covid-19 pandemic, the planned review of local government finance system would not be implemented. However, there had been no confirmation of the funding levels for 2021/22, and it was anticipated that the Council would need to identify £4.6m savings in 2020/21 and around £18.4m of further savings in 2021/22 and 2022/23.

The key areas of pressures during 2019/20 were noted. It was reported that:

- Children's Safeguarding & Early Help ended the year with a service overspend of £3.7m. Spend during the year was higher than the budget as there was an increasing number of more expensive specialist placements for looked after children with complex and severe behavioural or emotional health needs over the course of the year. The Council had invested additional funding of £4.958m into the Children's Safeguarding & Family Support budget over the next year highlighting the very high priority placed by the Council on safeguarding children. A cost improvement plan was in place which was monitored on a regular basis by senior managers and Cabinet Members.
- Adult Social Care ended the year with a service overspend of £2.6m. As reported throughout the year, the cost of purchasing care packages from external providers and high demand led to a pressure of £4.9m. This was mitigated by additional income totalling £1.7m from CCG funding and client contributions. As part of the 2020/21 budget strategy, the Council had committed additional investment totalling £3.926m into the Adult Social Care budget over the next three years. The Service also had a Cost Improvement Plan in place to deliver better outcomes and efficiencies

The Capital Outturn position 2019/20 was noted; capital spend ended the year at £41.84m against an approved estimate of £53.17m which was largely due to re-phasing expenditure into 2020/21.

The income monitoring position was noted; overall cash collection was behind the targets set for Council Tax, Business Rates and Sales Ledger. The Covid-19 pandemic had impacted on some taxpayers ability to pay in March 2020, which would continue into 2020/21. Ultimately, all debt would be pursued and collected at the end of the financial year with appropriate recovery avenues pursued at appropriate times.

It was noted that 2019/20 was the fifth year of operation for NuPlace Ltd, the Council's wholly owned housing investment company. NuPlace was a separate legal entity and as such prepared its own accounts but as NuPlace was wholly owned by the Council, consolidated group accounts were also prepared. The unaudited accounts showed that NuPlace had generated an operating profit before taxation of £0.573m in 2019/20 but as expected no dividend was distributed. The Council also received income from NuPlace totalling £1.2m during 2019/20 net of additional interest and other marginal costs.

It was reported that the draft formal statement of accounts would be considered at the Audit committee in mid-June 2020 and would be audited by Grant Thornton, the Council's external auditors, during June and July, the accounts would also be available for public inspection for 30 working days following this. Summaries of the outturn on revenue and capital along with major variations were shown as appendices to the report.

Cabinet Members welcomed the efforts made by officers and the local community during the current pandemic. A discussion was held regarding Adult Social Care and Cabinet Members stated that further funding was required from government for this essential service area.

RESOLVED to RECOMMEND to COUNCIL that –

- (a) the Revenue outturn position for 2019/20 and related virements in Appendix 3 of the report which is subject to audit by the Council's external auditors be approved;**
- (b) the transfers to reserves and associated approval to the relevant Assistant Directors to spend the reserves detailed in section 5 of the report be approved;**
- (c) the Capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix 4 of the report and as summarised in the report be approved;**
- (d) that delegated authority be granted to the Director: Finance & HR to make any changes required as the outturn is finalised (including the calculation of section 31 grants), in consultation with the Cabinet Member for Council Finance and Governance;**
- (e) the performance against income targets be noted; and**
- (f) the 2020/21 Public Health Grant be approved and the 2020/21 budget strategy be updated accordingly**

CAB-4 Telford & Wrekin's Specialist & Supported Accommodation Strategy 2020-2025

Key Decision identified as **Specialist Housing Strategy: Promoting Independence, Health & Wellbeing** in the Notice of Key Decisions published on 20 May 2020.

Councillor D Wright, Cabinet Member for Economy, Housing, Transport & Infrastructure presented the report of the Director: Housing, Employment & Infrastructure.

The report proposed the Council's Specialist & Supported Accommodation Strategy 2020-2025 (attached as Appendix 1 to the report). The strategy was

the culmination of work to understand the current and anticipated demand in housing specifically for vulnerable people. The strategy set out the Council's vision for the provision of such accommodation.

The objectives in the strategy included making best use of existing accommodation, development of a range of new accommodation and supporting people in their own accommodation.

Cabinet Members welcomed the report. Support for rough sleepers during the Covid-19 pandemic was noted and Members stated that this must continue after the pandemic.

RESOLVED – that;

- a) **Telford & Wrekin's Specialist & Supported Accommodation Strategy 2020-2025 outlined in Appendix 1 of the report be approved ;**
- b) **Authority be delegated to the Director for Housing, Employment & Infrastructure to develop Supplementary Planning Guidance to support the implementation of the Strategy.**

CAB-5 Telford & Wrekin Consultation Draft Housing Strategy 2020-2025

Key Decision identified as **Telford & Wrekin Housing Strategy, 2020-25** in the Notice of Key Decisions published on 20 May 2020.

Councillor D Wright, Cabinet Member for Economy, Housing, Transport & Infrastructure presented the report of the Director: Housing, Employment & Infrastructure.

The report summarised the strategy for housing within the Borough. The strategy centred around three key objectives:

- Creation of sustainable, accessible, affordable and integrated communities
- Making the best use of existing homes and
- To provide homes to support and empower the most vulnerable people.

Cabinet Members welcomed the focus on making best use of existing homes and the use of grants to make improvements to homes, such as increasing their fuel efficiency.

RESOLVED that the launch of the Council's draft Housing Strategy, included at Appendix 1 of the report, be approved.

CAB-6 The Annual Governance Statement 2019/20

Non-Key Decision

Councillor R C Evans, Cabinet Member for Council Finance & Governance presented the joint report of the Chief Finance Officer and the Deputy Monitoring Officer.

Under the Accounts & Audit Regulations 2015, the Council was required to produce an Annual Governance Statement, and it was best practice that it was signed by the Leader and Chief Executive of the Council. The Statement accompanied the Annual Accounts. The Statement included an action plan to ensure that the Council continued to improve its existing governance arrangements. The action plan attached to the 2018/19 statement (implemented during 2019/20) had been reviewed and updated and was appended to the report.

The Annual Governance Statement and Local Code of Good Governance outlined that the Council was continually reviewing and improving its procedures to maintain and demonstrate good corporate governance, and that it had in place robust systems of internal control. The Council could be assured that during 2019/20, including during organisational changes, periods of flooding response and the response to the global Covid-19 pandemic, the existing arrangements had continued to support proper governance. Assurance for the Annual Governance Statement was provided by all areas of the Council including senior management, Members, the Chief Financial Officer, the Monitoring Officer and internal audit.

The Council's current Code of Good Governance, had been approved on 29 May 2018 to reflect the CIPFA/SOLACE framework including revised principles, guidance and good practice received during the preceding year. A revision of the code would be presented to the Audit Committee during 2020/21.

RESOLVED – that the Annual Governance Statement 2019/20, attached as Appendix A to the report, be approved and that the information in the report be noted.

CAB-7 Representation on Outside Bodies 2020-21

Non-Key Decision

Councillor S Davies, Leader, presented the report of the Associate Director: Policy & Governance which set out the appointments to outside bodies that the Council was required to make for 2020/21. Nominations had been sought from the political groups for those appointments that were not by position. Following discussions with the political groups, a list of representatives for approval by Cabinet had been proposed, and this was tabled as Appendix 1.

RESOLVED – that the nominations to represent the Council on Outside Bodies for 2020/21, as set out in Appendix 1 of the report be approved.

CAB-8 Local Growth Fund - Stronger Communities

Key Decision identified as **Delivering Stronger Communities** in the Notice of Key Decisions published on 20 May 2020.

Councillor D Wright, Cabinet Member for Economy, Housing, Transport & Infrastructure presented the report of the Director: Housing, Employment & Infrastructure.

The report sought endorsement of a Strong Leader Decision in relation to the Stronger Communities programme. The Marches Local Enterprise Partnership (LEP) had identified an anticipated underspend against the Local Growth Fund in November 2019 and launched a call for eligible projects. The Council's Stronger Communities proposal was approved for this funding by the LEP Board on 24 March 2020. The grant would be used to fund the purchase of land in the Station Quarter of Telford, bringing a brownfield site back into use.

RESOLVED – that;

- a) **The decisions taken as part of the Strong Leader Decision as detailed in Appendix 1 of the report (which is exempt from publication under paragraph 3, part 1, schedule 12A of the Local Government Act 1972) be endorsed;**
- b) **The decision to acquire the strategic site in the Telford Town Centre as set out in paragraph 4.7 of the report be endorsed;**
- c) **The delivery of the Stronger Communities package to deliver borough wide regeneration, job creation and new homes to directly meet housing need be endorsed.**

The meeting ended at 11.13 am

Signed for the purposes of the Decision Notices

Jonathan Eatough
Director: Governance
Date: **Wednesday, 24 JUNE 2020**

Signed

Date: Thursday, 9 July 2020

TELFORD & WREKIN COUNCIL**CABINET – 9 JULY 2020
COUNCIL – 16 JULY 2020****2020/21 FINANCIAL MONITORING REPORT****REPORT OF THE DIRECTOR: FINANCE & H.R. (CHIEF FINANCIAL OFFICER)****LEAD CABINET MEMBER: CLLR R C EVANS****PART A) – SUMMARY REPORT****1.0 SUMMARY OF KEY ISSUES****1.1 2020/21 Revenue**

The coronavirus pandemic (Covid-19) is having a huge impact across the whole country. The UK went into full-scale lockdown on March 23 in an unprecedented step to attempt to limit the spread of the disease. The easing of lockdown commenced in May as part of the phased approach being adopted by Government. Pre-empting lockdown, in early March, the Council immediately moved into an emergency response mode and has responded quickly to safeguard its community and employees. In line with Government guidance, a number of council services and buildings were closed to the public including the main Council Offices, the Theatre, all Leisure Facilities and Libraries.

As anticipated, the Council is facing extreme financial pressures as a result of Covid-19. Pressures include increased costs, particularly relating to the provision of Social Care and safeguarding the most vulnerable in our community; the purchase of essential personal, protective equipment; income shortfalls relating to closed facilities and services; and projected income shortfalls in relation to Council Tax and Non Domestic Rates which are key funding streams for the Council.

While the Government has provided some initial grant funding (the Council has received £10.1m of the £3.2bn National Emergency Response Funding), the projected pressure is currently estimated to be around £20.7m. It is also inevitable that the economy and local community will take time to recover and pressures are likely to continue into future years.

The projected service pressure is £20.7m in 2020/21. Adding the £8m anticipated funding shortfalls relating to business rates and council tax (which will result in a deficit balance carried forward to next year on the

collection funds) takes the total pressure to £28.7m against which the £10.1m Emergency Response Grant will be applied leaving a residual pressure of £18.6m. This is prior to using any of the budget contingency, part of which could be released towards the shortfall, although it would be prudent to retain part of this for any unforeseen costs in the remainder of the year.

Summary	£m
Projected total pressure on service budgets	20.7
add shortfalls relating to business rates and council tax	8.0
Total pressure	28.7
Grant	(10.1)
Net Pressure	18.6

Work is ongoing to refine and update the pressures and identify mitigating actions. This will feed into a Mid-Year 2020/21 Service & Financial Planning Strategy to be presented to Cabinet at a future meeting.

There are a number of variations from the approved budget. As expected the majority of these relate to Covid-19:

Children's Safeguarding & Family Support – Children in Care Placement costs, such as additional children with complex needs coming into care and increased placement fees	£2.400m
Education & Skills – additional home to school transport costs (pre and post 16)	£0.384m
Adult Social Care – increased costs to support care providers and clients	£3.978m
Adult Social Care – costs of short term reablement care	£0.500m
Waste collection and treatment	£0.464m
Purchase of essential Personal, Protective Equipment	£0.431m
Housing Benefit – impact of suspending the recovery of overpayments	£0.500m
Homelessness prevention costs	£0.479m
Income losses, such as	
- Property Investment Portfolio - rental income shortfalls	£2.129m
- Leisure income	£2.837m
- Theatre	£0.595m
- Car parking income	£0.317m
- Catering income	£0.429m
- BIT fees	£0.459m
- Planning Fees	£0.400m
- Arthog	£0.355m

The Council is now transitioning from emergency response to a recovery, reform and reset phase and a Recovery Coordinating Group

has been established to manage this. There are six thematic programmes of activity linked to the borough's overall recovery. A wide range of representatives will be brought together to support the delivery of longer term recovery, reform and reset. Moving forward, the economic and social landscape will be fundamentally different and our focus will be on the opportunity to reform, re-imagine and re-invent. It will be important to take a long term view, building confidence and ensuring that programmes and projects to improve the Borough and quality of life of residents continue and develop further. Key to recovery will be working with our communities and working with businesses, partners and employees.

As well as the impact of Covid-19, the funding outlook for the medium term is still very uncertain due to the impact of the major changes to the Local Government Finance System now being deferred and funding levels for 2021/22 still being unclear. Whilst another Government one year "spending round" is now expected rather than a medium-term Comprehensive Spending Review, this is unlikely to be announced until the autumn meaning that it is likely to be very late in this calendar year before we receive our provisional funding settlement for next year. It is clear, however, that the financial climate ahead will still be one of significant financial challenge over the medium-term.

1.2 **Capital**

The capital programme totals £94m for 2020/21 which includes all approvals since the budget was set. At the time of compiling this report projected spend was 78.4% of the budget allocation. Historically spend is geared towards the end of the year; the impact of Covid-19 will be closely monitored and projections updated as more information becomes available.

1.3 **Corporate Income Collection**

As anticipated, Covid-19 has impacted significantly on collection rates with income collected in relation to Business Rates, Council Tax and Sales Ledger all currently behind the targets set. As part of the range of support provided to residents and businesses, debt recovery action was suspended in March 2020.

Council Tax - it is currently estimated that collection will be significantly lower in 2020/21 than previous years. 10,500 taxpayers also took the opportunity of deferred payment arrangements for April and May.

Business Rates – the total amount to be collected has reduced by almost £30m as a result of the Government providing a 1 year 100% business rates discount to the retail, hospitality and leisure sectors (the Council will be compensated for this). It is estimated that collection will be significantly lower on the balance to be collected in 2020/21 as businesses have been severely impacted by Covid-19. The Council was quick to establish processes for awarding grants under the Government support scheme and was amongst the top performing

authorities nationally in distributing grants to businesses quickly. To date, over £28m grants have been paid to over 2,300 businesses.

In total, the loss from Council Tax and Business Rates income is expected to be in excess of £8m in 2020/21. This impacts on cash flow in 2020/21 and the budget in 2021/22 as it falls on the collection fund as a deficit. The position will be closely monitored as lockdown eases and the economy tentatively moves into recovery.

2.0 **RECOMMENDATIONS**

Members are asked to:-

- (i) Note the 2020/21 revenue budget position which has been significantly impacted by the Covid-19 pandemic
- (ii) Recommend that Full Council approve the following delegation to the Director: Finance & HR after consultation with the Cabinet Member for Council Finance & Governance :- authority to make changes to the Service & Financial Planning Strategy to reflect Covid-19 grants received and any associated spend
- (iii) Note the position in relation to capital spend and recommend that Full Council approve the changes to the capital programme detailed in Appendix 3
- (iv) Note the collection rates for NNDR, council tax and sales ledger.

3.0 **SUMMARY IMPACT ASSESSMENT**

COMMUNITY IMPACT	Do these proposals contribute to specific Co-operative Council priorities?	
	Yes	Delivery of all priorities depend on the effective use of available resources. Regular financial monitoring in the financial management reports helps to highlight variations from plan so that action can be taken to effectively manage the Council's budget.
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/DELIVERY DATE	To outturn within the budget set for 2020/21 at 31/3/21.	
FINANCIAL/VALUE FOR	Yes	The financial impacts are detailed

MONEY IMPACT		throughout the report.
LEGAL ISSUES	No	None directly arising from this report. The S151 Officer has a statutory duty to monitor income and expenditure and ensure that the Council takes action if overall net overspends /shortfalls emerge.
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	Budget holders actively manage their budgets and the many financial risks and challenges that council services face, examples include the risk of a particularly harsh winter which would impact adversely on the winter gritting and adult social care budgets, the increasing dependency on income from a wide range of activities and the risk of interest rate movements. The Council has comprehensive risk management arrangements in place, which includes a separate Covid-19 risk register which is reviewed and updated regularly by Senior Management Team. A Recovery Coordinating Group has been establish to manage the transition from Covid-19 emergency response to a recovery, reform and reset phase and financial management is a key component of this with the s.151 officer represented on all thematic groups.
IMPACT ON SPECIFIC WARDS	No	

PART B) – ADDITIONAL INFORMATION

4.0 2020/21 REVENUE BUDGET

4.1 Financial management is the responsibility of budget holders and is supported by Finance staff using a risk based approach: following considerable reductions in finance resources through savings exercises in previous years, more focus is given to higher risk areas (high value/more volatile); less frequent financial monitoring is undertaken on budgets deemed to be medium to lower risk.

4.2 The overall 2020/21 budget position is summarised in the table below:

Service Area	Net Revenue Budget £'000	CV-19 Variations £'000	Other Variations £'000	Total Current Variations £'000
Prosperity & Investment	(4,573)	3,375	9	3,384
Finance & Resources	3,297	373	(137)	236
Policy & Governance	705	185	0	185
Children's Safeguarding & Family Support	36,272	3,435	367	3,802
Education & Skills	12,636	1,148	202	1,350
Adult Social Care	45,566	5,249	314	5,563
Health, Wellbeing & Commissioning	3,968	617	(25)	592
Neighbourhood & Enforcement Services	29,944	714	(229)	485
Communities, Customer & Commercial Services	3,300	4,864	(200)	4,664
Housing, Employment & Infrastructure	1,816	570	0	570
Corporate Communications	21	12	17	30
Council Wide	(3,977)	(124)	0	(124)
Overall Total	128,975	20,418	318	20,737
MoHCLG Grant		(10,144)		(10,144)
Total after Grant	128,975	10,274	318	10,593
Council Tax/Business Rates impact		8,037		8,037
Total including Council Tax and NDR	128,975	18,311	318	18,630

4.3 Projected variances over £0.250m are highlighted below, all other variances over £50k are detailed in Appendix 2.

Service Area	Variance £m
<u>Property & Investment</u>	
Property Investment Portfolio – shortfall in rental income due to Covid-19. More information will be available when the first quarter rent position is known and the monitoring will be updated to reflect this in the next report.	+2.129
Car Parks – income shortfall as a result of Covid-19 closures	+0.317
BIT Team – shortfall in fee income mainly due to school closures and project slippage. There may be opportunities later in the year to pull back some of the shortfall, depending on the easing of lock-down and availability of resources.	+0.459
Planning Fees – estimated impact of slow-down in planning fee applications due to Covid-19	+0.400

<u>Children's Safeguarding & Family Support</u>	
Children In Care Placements – the number of residential placements has fallen over the past year, although the average cost of placements has risen. The strategy of increasing internal fostering has led to lower numbers and costs in external placements and overall there is a positive trend in relation to the cost of placements. However, the additional placements costs connected to Covid-19 as children with complex needs come into care as a result of pressure on families.	+1.800
16+ Children in Care – the number of young people aged 16 or over who need significant support has increased; there is also a 3 month delay in stepping down young people turning 18 from existing placements due to Covid-19.	+0.554
Staffing – vacancies have to be covered by agency appointments which gives rise to an overall pressure on staffing budgets. As newly qualified social workers gain experience the need for additional agency staff should reduce as they can increase their caseload. Additional costs relating to Covid-19 reflect anticipated increase in demand.	+0.847
Contribution from Reserves – funding through the corporate Invest to Save Fund.	-0.305
<u>Education & Skills</u>	
Arthog – challenging income targets together with the impact of Covid-19 which has prevented income generation which has extended into the Summer term. Further losses are likely is social distancing continues.	+0.506
<u>Adult Social Care</u>	
Purchasing, Long Term Care – support provided to care providers and clients due to Covid-19 and anticipated pressures on levels of care needed.	+5.181
Purchasing, Short Term Reablement care – anticipated pressures during the year; £1.9m relates to contracts procured and reimbursed by the CCG for Covid-19 discharges.	+2.982
Income – including £1.9m from the CCG for the costs of block beds and other enablement pressures.	-2.220
Income – NHS Contributions to offset care package costs where the client has health care needs.	-0.316

Operational Locality Teams – underspend due to vacancies and reduced system costs	-0.290
<u>Health, Wellbeing & Commissioning</u>	
Personal Protective Equipment – costs of purchasing PPE as a result of Covid-19	+0.430
<u>Neighbourhood & Enforcement Services</u>	
Waste Collection & Disposal – increased tonnage levels and additional vehicle and staffing costs due to Covid-19, offset by penalty income to be received relating to 2019/20.	+0.329
<u>Communities, Customer & Commercial Services</u>	
Leisure Operations – loss of budgeted income relating to closures required due to Covid-19.	+2.837
Catering – loss of income due to Covid-19 closures.	+0.429
Theatre – loss of income due to Covid-19 closure	+0.594
Housing Benefit Subsidy – impact of suspending recovery	+0.500
<u>Housing, Employment & Infrastructure</u>	
Homelessness – costs associated with preventing homelessness during the Covid-19 pandemic.	+0.479

5.0 **CONTINGENCIES**

- 5.1 The 2020/21 budget includes a general contingency of around 3.25% of net budget, which is set aside to meet any unforeseen expenditure, or delays in phasing in the significant level of savings that the Council has to deliver this year. Clearly it is still very early in the financial year and many other challenges are likely to arise for the Council during the remaining months of 2020/21, it would not therefore be prudent to allocate the contingency at this early point in the year. There is also an amount held centrally for contractual inflation totalling just under £1m which forms part of the approved revenue budget and will only be allocated to specific budgets when the relevant inflation information is available. The Council also has General and Special Fund Balances and some balances earmarked to support the medium term strategy. A measured approach to using balances will be adopted to protect future financial sustainability and this will be reflected in the Mid-Year Budget Strategy.

6.0 CAPITAL

6.1 2020/21 Capital Programme

The capital programme totals £94.03m, which includes the approvals proposed in this report. The financial position is shown in the table below which shows projected spend is currently at £73.7m.

Service Area	Current Budget	Spend to Date	% Spend	Year End Projection
	£m	£m		£m
Prosperity & Investment	39.32	0.85	2.17%	23.23
Policy & Governance	0.09	-	0.00%	0.06
Education & Skills	10.14	0.55	5.39%	10.14
Adult Social Care	0.24	-	0.00%	0.24
Health, Wellbeing & Commissioning	0.07	-	0.00%	0.07
Neighbourhood & Enforcement Services	30.04	1.35	4.49%	30.04
Communities, Customer & Commercial	4.04	0.11	2.71%	2.90
Housing, Employment & Infrastructure	7.21	0.28	3.82%	4.96
Corporate Items	2.88	-	0.00%	2.10
	94.03	3.13	3.3	73.73

6.2 The 2020/21 capital programme relies on £8.991m of receipts as part of its funding (after adjusting for known changes). Capital receipts included in the medium term budget strategy are under continual review and any changes will be reflected in future budget projections but are currently projected to be on target.

7.0 CORPORATE INCOME MONITORING

7.1 The Council's budget includes significant income streams which are regularly monitored to ensure they are on track to achieve targets that have been set and so that remedial action can be. The three main areas are Council Tax, NNDR (business rates) and Sales Ledger. Current monitoring information relating to these is provided below. Under normal circumstances, the Council pursues outstanding debt vigorously, until all possible recovery avenues have been exhausted, but also prudently provides for bad debts in its accounts.

7.2 In summary, all areas are slightly behind target.

INCOME COLLECTION – May 2020			
	Actual	Target	Performance
Council Tax Collection	16.34%	17.98%	1.64% behind target
NNDR Collection	14.11%	21.43%	7.32% behind target
Sales Ledger Outstanding Debt	7.43%	4.70%	2.73% outside target

7.3 Council Tax (£92.5m)

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

Year End performance 2019/20	97.03%
Year End Target for 2020/21	91.21%

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

Month End Target	Month End Actual	Last year Actual
17.98%	16.34%	19.13%

Recovery was suspended in March 2020 due to the COVID 19 pandemic. Deferred payment arrangements were offered and 10,500 taxpayers took this opportunity. The lower collection rates are therefore partly attributable to the later instalments which will begin in June. 93% of the instalments due in May were paid, meaning that 7% was unpaid.

A significant drop in in-year collection is currently anticipated this year but the position will be closely monitored and appropriate supportive recovery arrangements will be put in place which may include payment plans stretching in to next financial year.

7.4 NNDR-Business Rates (£49.7m)

The % of business rates for 2020/21 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

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

Year End performance 2019/20	97.58%
Year End Target for 2020/21	85.88%

Month End Target	Month End Actual	Last year Actual
21.43%	14.11%	24.50%

The amount collectable has reduced by almost £30m as a result of the Government providing a 1 year 100% discount to those in the retail,

hospitality and leisure sectors. Recovery action was suspended in March 2020 due to the COVID 19 pandemic.

79% of the instalments due during May were paid, meaning that 21% weren't paid on time. We are currently assuming a significant loss of collection in year as businesses have been severely impacted by the COVID 19 crisis and unfortunately some may go in to liquidation or may need special payment arrangements that stretch in to next year to be put in place.

7.5 Sales Ledger (£59.4m)

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

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2020/21 are as follows:

Age of debt	Annual Target %	May 2020	
		£m	%
Total	4.70	4,423	7.43%

Sales ledger performance is outside target. Recovery was suspended in March 2020, although invoices are still being raised for services provided.

8.0 PREVIOUS MINUTES

05/03/2020 – Council, Service & Financial Planning Strategy
18/06/2020 - Cabinet, 2019/20 Outturn Report

9.0 BACKGROUND PAPERS

2019/20 Financial Ledger reports
2019/20 Service & Financial Planning Report

Report Prepared by:

Ken Clarke, Director: Finance & HR (Chief Financial Officer) – 01952 383100;
Pauline Harris, Corporate Finance Manager – 01952 383701

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2020/21 Revenue Budget Variations over £50,000						
Description		Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments
		£	£	£	£	
Prosperity & Investment						
Property & Investment	Income - PIP	(8,240,260)	2,128,928		2,128,928	Estimated impact of rent reductions and potential bad debt as a result of Covid implications. Service area has received some specific requests for rent reductions and will continue to monitor the position. It will become clearer towards end of July once the team is able to confirm with the Businesses their success in accessing government grants and loans.
	Income - Car Parks	(510,180)	317,331		317,331	Southwater and Hall Court Car Park reduced income, assumes no income April - August with 50% take up for 6 months from September.
BIT	Income - Fees	(3,085,640)	459,000		459,000	School closures, potential project slippage and social isolating impacting on ability to work on sites, may be able to pull projects back during the year pending resources..
	Premises	(194,000)	194,000		194,000	Undeliverable saving, alternative options to be considered but has been stalled due to Covid pressures.
	Property - Utilities	675,910	(124,000)		(124,000)	Estimated Property Utility underspends April - July, (excludes Social Care properties & Energy Centre). This projection may change and will be reviewed once we have receipt of supplier invoices for the period.
Development Management	Planning fees	(1,515,240)	400,000		400,000	Estimated slow down in Planning applications due to Covid.
	Other variances under £50k	8,296,450		8,600	8,600	
Total Prosperity & Investment		(4,572,960)	3,375,259	8,600	3,383,859	
Finance & Resources						
Loss of Court Fees Income	income	(495,570)	240,000		240,000	Assumes 6 months impact
HR		(1,084,830)	10,000		10,000	Assumes 8 months impact
HR			3,000		3,000	To provide occupational health assessments
Revenues - Printing Services		(205,240)	100,000		100,000	income shortfall - 6 months assumed impact
Revenues	income		20,000		20,000	loss of external income - 6 months impact assumed
Variations Under £50k		5,082,404		(137,341)	(137,341)	£48k from vacant posts in Finance and PA's and underspends from supplies & services budgets across Finance & Resources including bank charges.
Total Finance & Resources		3,296,764	373,000	(137,341)	235,659	
Policy & Governance						
Legal services & Land charges	Income	(235,410)	120,000		120,000	reduced income anticipated
Legal Services	Employees	1,150,940	39,000		39,000	Demands on certain Legal posts-requirement for fixed term posts
Variations under £50k		(210,187)	26,000	0	26,000	
Total Policy & Governance		705,343	185,000	0	185,000	

2020/21 Revenue Budget Variations over £50,000						
Description	Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments	
	£	£	£	£		
Children's Safeguarding & Family Support						
CIC Placements	18,744,962	2,400,000	(600,280)	1,799,720	The number of children and young people in residential placements has fallen over the past year, although the average cost of such placements has risen. A comparatively large number of young people in residential placements will turn 18 over the next 2 years and this should also have an impact upon reducing costs. The numbers and costs of children in external foster placements has also fallen as the strategy of investing in internal foster carers has begun to change the balance of placements towards internal carers. Overall there are some positive trends concerning the cost of placements, but there is also a significant risk that this progress is more than offset by additional placement costs connected to CV19, such as additional children with complex needs coming into care as a result of the additional pressure on families, together with associated increases in court fees and potential premiums on placement fees.	
16+ Children in Care	758,537	158,100	395,638	553,738	One impact of the age profile of children in care, referred to above, is that there are a number of young people aged 16 or over who were previously placed in high cost residential placements that have been stepped into semi-independent high support placements as part of their transition plan. Some of the saving in residential placements is offset by these placement moves, which whilst generally less expensive than the previous residential placement, remain high cost due to the level of support that is required for looked after children aged 16-17. The projected CV19 additional costs are based on the assumption that there will be three months delay in stepping down young people turning 18 from their existing placement in line with government guidance.	
Staffing - salaries	11,886,350	12,360	(212,922)	(200,562)	The current projection reflects the impact of vacancies and staff appointments at below the top of scale. The CV19 costs are based on assumed additional costs related to the Emergency Duties Team.	
Staffing - Agency Costs	0	648,000	400,000	1,048,000	In some cases vacancies will need to be covered by agency appointments which generally cost around one-third more than an equivalent substantive LA appointment, resulting in additional pressure to the Safeguarding budget. In addition in specific areas of the service agency staff are being placed to maintain safe caseloads and levels of caseload appropriate to the experience of staff - with service specific challenges recruiting experienced social workers. However as newly qualified social workers in these areas, gain experience and the progression framework assists retention of staff, the need for additional agency staff should reduce. Excluding the impact of CV19, current levels of expected expenditure on agency staff in 2020/21 are significantly less than incurred in 2019/20. The projected additional costs related to CV19 reflect the cost of additional agency staff to meet an anticipated surge in demand as a result of missed referrals during school closures, the impact upon families of social and economic pressures.	
Children with Disabilities	1,319,142		(153,893)	(153,893)	Current projections suggest that the costs of direct payments to carers will be at a similar level of 2019/20 and that the increases in costs in this area in recent years have begun to level off.	
Children in Care Adoption Allowances & Adoption Agency fees	391,050		(152,265)	(152,265)	When children are adopted through external agencies (rather than by carers recruited by the joint adoption service) a significant fee is payable. In 2019/20 an unusually high number of children were placed via agencies in line with the national shortage in adoptive carers compared to the number of children in need of adoptive placements. As a result significant costs were incurred, leading to the 2020/21 budget being significantly increased.	
Joint Adoption Service	609,847		102,103	102,103	A final budget for 2020/21 has yet to be received from Shropshire for the Joint Adoption Service, but additional staffing appointments do not yet appear to be matched by additional Adoption Support Fund income, leading to a likely pressure in this area.	
Contribution from Reserves	(806,777)		14,757	14,757		
Health Funding	(400,000)		153,194	153,194	The projected income from Health is currently based on that received in 2019/20. The service continues to liaise with health colleagues regarding funding contributions for children in care with health issues and the likely income from Health will become clearer as the year progresses.	

2020/21 Revenue Budget Variations over £50,000						
Description	Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments	
	£	£	£	£		
Under £50k	2,817,454	216,600	426,269	642,869	Significant contributors to this variance include the costs of equipment for children, S17 payments for children in need, payments to families that have no recourse to public funds, childminders fees and interpreters fees. Some of these costs are expected to increase beyond normal levels as a result of the social impact of CV19.	
Total	35,320,564	3,435,060	372,600	3,807,660		
Independent Review - Staffing	767,720	0	(14,435)	(14,435)		
Independent Review - Under £50k	183,545	0	8,776	8,776		
Total Children's Safeguarding & Family Support	36,271,829	3,435,060	366,940	3,802,000		
Education & Skills						
				0		
Specialist Services	1,119,155	33,000	19,586	52,586	There is some anticipated loss of income from schools over the summer term due to the impact of CV19.	
Traded Advisory Service	100,173	60,000	(5,607)	54,393	There is some anticipated loss of income from schools over the summer term due to the impact of CV19.	
School Transport	2,902,114	228,178		228,178	There is an existing budget pressure for home to school transport but there are also potentially much greater pressures if councils are expected to transport the usual number of pupils (or at least substantially greater numbers than now) whilst observing social distancing. At present, the much reduced numbers of pupils currently attending schools are able to be transported within the existing levels of transport provision, but anything like usual numbers of pupils combined with a socially distanced model would lead to far more coach and taxi trips than is usually the case, and a much higher cost – up to three times the usual cost if all pupils normally transported were involved. Whether this is a possibility is doubtful, as schools couldn't apply social distancing if all their pupils attend and so it would seem inconsistent to expect this of home to school transport. However, between this and normal transport arrangements there are a range of possibilities at varying levels of cost. Additional home to school transport costs due to CCV19 therefore represent a significant financial risk.	
Post 16 Transport	283,748	156,438		156,438	As with pre 16 transport costs, there is an existing budget pressure in this area. The comments above about potential additional transport costs due to the impact of CV19 also apply to post 16 transport.	
Arthog	305,990	355,332	151,205	506,537	Arthog already had challenging income targets and the impact of CV19 has been to prevent income generation during the summer term. Currently, a return to normal levels of activity has been assumed from the Autumn Term, but a continuation of social distancing would be likely to lead to further losses of income.	
Music Service	64,460	40,000	13,012	53,012	CV19 has impacted upon the ability of the service to earn income, it is currently assumed that normal levels of activity resume in the Autumn Term.	
Future Focus	894,910	112,516	(13,029)	99,487	Income is earned from enabling people to enter employment and education. Although the team has moved to on-line provision of support, there is currently expected to be a significant loss of income.	
European Social Fund (ESF) Grant	(14,050)	51,624	8,400	60,024	The ESF grant has always been paid on the basis of delivery and for the summer term activity has not been able to take place. It has therefore been assumed that the summer term income is lost - if the ESF take a different approach these additional costs might be mitigated.	
Variations under £50,000	6,979,431	110,981	28,080	139,061		
Total Education & Skills	12,635,931	1,148,070	201,647	1,349,717		

2020/21 Revenue Budget Variations over £50,000						
Description		Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments
		£	£	£	£	
Adult Social Care						
Purchasing - all types of Long term care	Residential/Residential EMI care, Nursing/Nursing EMI care, Homecare, Direct Payments, Shared Lives, Supported Accommodation and Supported Living, Daycare: Spot and Block contracts	52,948,380	3,978,636	1,202,401	5,181,037	0 CV19 variations relates to various actions to support providers and clients, these include additional an 10% payment to providers in the first quarter. It also reflects anticipated pressure on levels of care needed throughout the year as a result of the pandemic.
Purchasing-short term reablement care(through BCF)	Bed based care and Homecare for up to 6 weeks	1,999,270	500,000	2,482,032	2,982,032	£1.935m relates to Contracts procured and reimbursed by the CCG for block beds for Covid discharges-see other income below
Income	Client contributions	(6,549,250)	441,504	(543,736)	(102,232)	Covid impact of suspending charging, overachievement of client contributions based on level of charges for 2019/20
	NHS Contributions	(1,362,510)		(316,072)	(316,072)	Continued positive outcomes from working closely with CCG identifying health contributions towards care
	Other income-grants etc.	(11,163,920)		(2,220,283)	(2,220,283)	£1.935m reimbursed by CCG to cover the costs of Covid block beds and contribution towards other reablement pressures. The remainder is mostly NHS England funding towards Transforming Care Partnership client costs
Operational Locality Teams		9,114,260		(290,801)	(290,801)	Current forecast for vacancies and reduced system costs
My Options-Adults & Children's services	Trading accounts	508,100	173,160		173,160	Staff costs of maintaining Social Distancing
	Trading accounts		60,000		60,000	Positive Behaviour support with days services closed
	Trading accounts		122,100		122,100	Estimated losses to external income
	Contribution from reserves		(54,441)		(54,441)	
Other	Variations under £50k	72,098	28,000	500	28,500	
					0	
Total Adult Social Care		45,566,428	5,248,959	314,041	5,563,000	
Health, Wellbeing & Commissioning						
Purchase of PPE		-	430,776		430,776	Net cost of the purchase of PPE including hand sanitiser, aprons, glasses, gloves, wipes etc.
Supporting People & Extra Care		-	120,000		120,000	Impact of loss of saving as a result of COVID19, 4 months assumed
CCG Partnership Post			50,000		50,000	Assumed for 12 months
Variations Under £50k		3,967,608	16,107	(25,065)	(8,958)	Underspends from staffing and supplies & services
					0	
Total Health, Wellbeing & Commissioning		3,967,608	616,883	(25,065)	591,818	
Neighbourhood & Enforcement Services						
Offstreet Parking	Income	(219,180)	50,376		50,376	Loss of income from Ironbridge car parks assumed for 3 months. Projections based on income levels as in 2019/20
Licensing	Income	(227,870)	64,962		64,962	Licensing income shortfall from license renewal process being suspended for 6 months for taxi licenses, premises licenses etc. This pressure could increase should companies face further financial hardships once re-opened through lower levels of trading income as a result of social distancing.
Highways & Transportation Strategic Contract Management	Employees	69,000		(68,800)	(68,800)	Vacant post projected all year
	Third Party Payments	74,540		63,000	63,000	Ongoing additional TUPE costs associated with the Highways Contract which are not budgeted for.
Public Transport Services	Income	(182,650)	(55,961)		(55,961)	DFT funding received for COVID19 costs

2020/21 Revenue Budget Variations over £50,000						
Description		Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments
		£	£	£	£	
Waste Collection	Third Party Payments	5,285,660	206,434	56,089	262,523	Additional collection costs of £32k per month for 6 months as a result of additional vehicle and staffing costs from COVID19. Service variation relates to shortfall on bulk collection costs and shortfall on new build admin fees
Waste Transport, Treatment and Disposal payment	Various	5,074,705	257,443	(190,735)	66,708	Increased tonnage levels for residual waste which has been offset by underspends on food waste savings and landfill tax. Service underspend of £190k due to penalty income to be received in respect of 2019/20 of £110k and TUPE refund of £77k.
Variations Under £50k		20,069,437	191,234	(88,605)	102,629	CV19 Variations due to income shortfalls from Environmental Health, Civil Parking Enforcement, street work permits, advertising, engineers fees, road safety, departure charges and fleet. Plus increased costs on grounds and cleansing from additional emptying of litter bins.
					0	
Total Neighbourhood & Enforcement Services		29,943,642	714,488	(229,051)	485,437	
Communities, Customer & Commercial Services						
Leisure	Income	(5,091,085)	2,837,495		2,837,495	Loss of budgeted income April-July 2020 for Leisure/Ice Rink closures plus very broad assumptions of customers returning from Sept - March. Adjusted for H'Hay Golf opening June onwards. We are currently preparing plans for phased re-opening of Leisure Centres from early July subject to easing of Government restrictions and SMT/member approval. Projections will be updated in July to reflect the updated position, but income is expected to be below target for a period of time (due to social distancing restrictions/concerns about returning).
Education Catering	Income - net of food costs	(2,690,683)	307,013	0	307,013	Net impact on School catering after charging FSM & UIFSM less budgeted food costs to Schools. Includes costs associated with FSM deliveries 2 weeks end of Spring Term. Projections will be updated in July to reflect the increased number of children attending primary schools from 1 June onwards, however it is expected that this will grow slightly as phased returns, including secondary school (Year 10), continue.
Commercial Catering	Income - net of food costs	(208,430)	121,878		121,878	Income net of provisions Café go and TIR café. Café Go - closed April - August, assumed third of staff return to Addenbrooke & Darby House with 50% taking up provision between Sept - March.
Commercial Projects	Additional savings targets	(140,500)	93,667	46,833	140,500	Staff from team have been and are still partially redeployed during Covid response which has impacted on progress on identifying alternative savings and new model now being developed to better support Council-wide income generation (to be discussed at SMT - 7 July). Existing pressure linked to income targets, including £75k energy saving target. Original plan to install a private wire at the solar farm was not progressed after Ofgem decision that this would result in loss of Feed in Tariff income. Option of major expansion of District Heat Network in progress (BEIS funding secured for feasibility study) but not a short-term option and biT lead. This pressure also includes advertising income saving of £41k - part year saving linked to bus shelter procurement will be delivered so this will be updated in July (contract award June 2020).
Communities, Customer & Commercial Services	Saving to be identified	(80,430)	0	80,430	80,430	Non delivery of planned savings - not able to progress/scope due to Covid pressures.
Theatre	Various	187,720	468,194		468,194	Assumed Theatre closed all year, loss of income from Theatre offset by reductions in Supplies & Services spend. We are currently preparing plans for a reduced pantomime offer and show programme from December 2020 subject to the easing of Government restrictions and SMT/member approval. Social distancing requirements will reduce capacity of Theatre to one-third of normal capacity, therefore this will need to be subject to a business case/engagement with promoters. Projections will be updated in July.
Theatre Bar	Various	(28,120)	126,248		126,248	Loss of income from Theatre Bar as a result of closure all year. As above.

2020/21 Revenue Budget Variations over £50,000						
Description		Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments
		£	£	£	£	
Customer Contact Centre	Employees	784,530	25,000	51,044	76,044	Non delivery of £25k saving target as a result of COVID19 plus vacancy saving of £69k not projected to be delivered due to additional demand on the service.
Housing Benefit/Council Tax Support Team	Employees	651,480	100,185		100,185	Savings target of £160k which will not be fully delivered as a result of COVID19, offset by grants received in respect of Welfare Reform.
Housing Benefit/Council Tax Support Team	Income	(832,035)		(175,538)	(175,538)	Additional government grants received in respect of Welfare Reform
Housing Benefit Subsidy	Various	(190,000)	500,000		500,000	Impact of suspending the recovery of overpayments from ongoing benefit and a reduction in recovery of overpayments in the debtors system. The projection currently assumes an impact for the whole year, caseload and levels of debt will continue to be monitored and the projection will be updated in future reports.
Registration Services	Various	8,520	98,716		98,716	Income shortfalls as a result of reduction in number of ceremonies offset by reduction in staffing costs. This assumes a 50% reduction in income this year, however some weddings may be rescheduled for later in 2020/1, so position may improve.
Cemeteries	Various	(9,850)	(103,673)		(103,673)	Additional income received as a result of an increase in burials. This assumes that burials return to normal levels from July 2020 onwards.
Community Support Budget Third Sector	Third Party Payments	0	65,000		65,000	Community Support grants for voluntary organisations as a result of COVID19
	Other variations under £50k	10,760,888	232,668	(203,102)	29,566	
	Mileage, Printing & Postage	178,157	(7,856)		(7,856)	
					0	
Total Communities, Customer & Commercial Services		3,300,162	4,864,535	(200,333)	4,664,202	
Housing, Employment & Infrastructure						
					0	
Housing	Homelessness - Prevention & Bed & Breakfast	70,000	479,281	0	479,281	Estimated homelessness April to August £180k after applying MHCLG grant £12k, £22k use of RSI Grant Rent bonds. Housing benefit income assumed at 75% is claimed including tenants with No Recourse to Public Funds. Estimated ongoing cost from Sept assumed at current levels of support is £43k per month.
	Other under £50k	1,729,283	95,684	0	95,684	
	Mileage, Printing, Postage underspends.	16,440	(4,700)	0	(4,700)	Full year impact of underspends across Service Area.
Total Housing, Employment & Infrastructure		1,815,723	570,265	0	570,265	
Corporate Communications						
	Variations under £50k	20,570	12,378	17,400	29,778	
Total Corporate Communications		20,570	12,378	17,400	29,778	
Corporate						
Pensions	Employees		(220,000)		(220,000)	One off discount received on prepayment of pension contribution to Shropshire County Pension Fund
WME Dividend			96,000		96,000	Estimated impact on dividend
	Variations under £50k	(3,976,159)	0	0	0	
Total Corporate		(3,976,159)	(124,000)	0	(124,000)	

2020/21 Revenue Budget Variations over £50,000						
Description		Budget	Variation - CV-19 related	Variation - Other	Total Variation	Comments
		£	£	£	£	
Total		128,974,881	20,419,897	316,839	20,736,735	

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Capital Approvals - by Service Area

Appendix 3

Slippage						
Scheme	Service Area	Funding Source	20/21 £	21/22 £	22/23 £	Later Yrs £
Telford Growth Package	Neighbourhood & Enforcement Services	External	(2,037,607.92)	2,037,607.92		
Telford Growth Package	Neighbourhood & Enforcement Services	Prudential	(160,567.28)	160,567.28		
All Other School Schemes	Education & Skills	Capital receipts	(854,257.81)	854,257.81		
All Other School Schemes	Education & Skills	Grant	(13,500,000.00)	13,500,000.00		
Managing the funding of the Capital Programme	Corporate Items	Capital receipts	(4,045,742.19)	4,045,742.19		
Managing the funding of the Capital Programme	Corporate Items	Prudential	4,045,742.19	(4,045,742.19)		
Total			(16,552,433.01)	16,552,433.01	0.00	0.00

New Allocations						
Scheme	Service Area	Funding Source	20/21 £	21/22 £	22/23 £	Later Yrs £
Highways & Bridges Capital Maintenance	Neighbourhood & Enforcement Services	Grant	579,000.00			
Pot Hole Action Fund	Neighbourhood & Enforcement Services	Grant	2,390,000.00			
Stronger Communities	Prosperity and Investment	Grant	7,000,000.00			
Stronger Communities	Prosperity and Investment	External		200,000.00		
Stronger Communities	Prosperity and Investment	Revenue		400,000.00		
Pride in Your High Street	Housing, Employment & Infrastructure	Revenue	(14,446.00)			
Legacy Fund	Communities, Customer and Commercial Services	Revenue	(43,451.37)			
Managing the funding of the Capital Programme	Corporate Items	Capital receipts		320,000.00		
Managing the funding of the Capital Programme	Corporate Items	Prudential		(320,000.00)		
Total			9,911,102.63	600,000.00	0.00	0.00

Virements						
Scheme	Service Area	Funding Source	20/21 £	21/22 £	22/23 £	Later Yrs £
Asset Management Plan-General Works & Surveys	Prosperity & Investment	Prudential	(26,000.00)			
Leisure Capital Schemes	Customer & Commercial Services	Prudential	26,000.00			
Total			0.00	0.00	0.00	0.00

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TELFORD & WREKIN COUNCIL

CABINET – 9 JULY 2020

BETTER HOMES FOR ALL

REPORT OF: Director - Housing, Employment & Infrastructure

LEAD CABINET MEMBERS – Cllr D Wright, Cabinet Member for Housing, Transport and Infrastructure & Cllr R Overton, Deputy Leader and Cabinet Member for Enforcement, Community Safety and Customer Services

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The Council Programme to 'Protect, Care and Invest to Create a Better Borough' was approved in January 2020 and made a clear commitment to give residents access to suitable housing. Our plans to achieve this are set out in our new overarching Housing Strategy. One of the strategy's key objectives is '**making BEST use of our existing homes**' as 80% of the homes that we will have in 20 years time are already built. This report sets out how the Better Homes for All programme has directly contributed to this objective in relation to the private rented sector, and how the programme will be developed to cover all housing tenures.
- 1.2 Over the past 2 years, Better Homes for All has delivered a range of measures to improve housing standards in the private rented sector. Our aim has been to take a balanced approach to 'Educate, Encourage and Enforce'. We have targeted our resources to support the most vulnerable tenants whilst also taking action against rogue landlords who persistently and wilfully fail to meet their legal responsibilities.
- 1.3 Significant progress has been made including:
- **Licensing more than 200 Houses in Multiple Occupation (HMO)** with 2 prosecutions to address poorly managed HMOs;
 - **Ensuring compliance with more than 400 enforcement notices** to bring properties in the private sector up to standard.
 - **Issuing the first Banning Order in England**, preventing the landlord concerned from working in the property industry for up to 5 years;
- 1.4 Our Neighbourhood Enforcement Officers have continued to tackle all aspects of Anti Social Behaviour in communities and this will be the subject of a separate report to Cabinet in September.

1.5 This report sets out proposals to maintain and broaden the scope of Better Homes for All programme to make best use of and improve the quality of existing homes across all tenures. For 2020/1, we are proposing to focus on two new priority areas, as set out in Section 5 of this report:

- **Bringing long term empty residential properties back into use.**
- **Tackling fuel poverty across the Borough by increasing the take-up of energy efficiency schemes and funding.**

1.6 The Covid 19 crisis is impacting across our communities with many residents facing financial hardship. Over the coming months more people may be unable to pay their rent potentially facing eviction once the current moratorium ends at the end of August. We are encouraging people to come to us early before they lose their property so we can support them sustain their tenancy engaging with their landlord and through Better Homes for All ensuring that they are being treated fairly and taking appropriate enforcement action where necessary.

2. RECOMMENDATIONS

2.1.	To note the continued progress outlined in Section 4 of this report.
2.2	To approve the recommended next steps set out in Section 5 of the report specifically 5.1.3 and 5.2.2 along with the Statement of Intent set out in Appendix A of the report outlining our approach to Empty Properties in our borough and Improving Energy Efficiency to help address fuel poverty.
2.3	To grant delegated authority to the Director: Housing, Employment & Infrastructure in consultation with the Lead Cabinet Members for Housing, Transport and Infrastructure & Enforcement, Community Safety and Customer Services, to take the necessary steps to implement these recommendations.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	- Support communities and those most in need and work to give residents access to suitable housing - Improve health and wellbeing across Telford & Wrekin - Keep neighbourhoods safe, clean and well connected
	Will the proposals impact on specific groups of people?	
	Yes	Borough wide impact however more focused towards private sector landlords, letting agents
TARGET COMPLETION /DELIVERY DATE	The Better Homes for All programme is already in delivery. The recommended next steps in Section 5 are to be implemented and subject to review at end March 2021.	
FINANCIAL/	Yes	A number of the actions detailed in Section 4 to improve standards in the

<p>VALUE FOR MONEY IMPACT</p>		<p>private rented sector, increase support for tenants and landlords and improve standards through targeted enforcement are supported by MHCLG grant monies in addition to the Council's own funding. Consideration of further funding in the future will need to be assessed prior to these grants ending in 2021. In respect of the elements of the programme detailed within Section 5:</p> <ul style="list-style-type: none"> • The statement of intent will facilitate a widening of eligibility for funding of energy saving measures for those households suffering fuel poverty; • The fuel poverty post and initiatives will be funded from £100k approved as part of the 2020/21 Service & Financial Planning strategy; • Capacity funding has been provided to fund an Empty property enforcement officer over the next two years. In addition, there is £150k funding within the Councils capital programme that is provided in the form of loan finance to enable properties to be brought back into use. The implementation of these actions will improve outcomes for vulnerable people within our community and facilitate wider cost benefits to the public sector potentially through a reduction in crime and exploitation, a reduction in homelessness, provision of a safer environment and the improvement of public health outcomes. <p>AEM 15.06.20</p>
<p>LEGAL ISSUES</p>	<p>Yes</p>	<p>The Council does not have a statutory duty to operate an ECO flexible eligibility scheme. However, the council can choose to use its discretionary power in doing so and if it chooses to use this power, then it must publish a statement of intent (SOI).</p> <p>Where a local authority has published a SOI the Electricity and Gas (Energy Company Obligation) Order 2014 allows energy suppliers to install energy saving measures in homes as part of their ECO targets. In order for this to take place the local authority has to make a statement in writing that, in the opinion of the local authority the premises are occupied by a household living on a low income and vulnerable to the effects of living in a cold home; or that the premises are occupied by a household living in fuel poverty.</p> <p>Once a SOI is published, this provides the eligibility criteria that the council will use to allow it to issue such a written declaration.</p> <p>As the declaration will be shared with energy suppliers consent of the household must be obtained before any</p>

		<p>personal information is shared in accordance with the Data Protection Act 1998.</p> <p>In respect of enforcement of housing standards, Legal Services will continue to provide advice and assistance to officers and carry out prosecution of offenders or secure banning orders to prevent rogue landlords from managing properties.</p> <p>Any legal issues arising from implementation of the programme of work as set out will be considered by Legal Services.</p> <p>PM 12/02/2020</p>
OTHER IMPACTS & RISKS	No	The risks and opportunities relating to Better Homes for All are outlined within the report.
ENVIRONMENT IMPACT	Yes	The Climate Emergency declaration was resolved with all party support at Full Council in July 2019 due to concerns about the impact of climate change and the urgent need for action. The actions in Section 5 of this report relating to improving the energy efficiency of the Borough's existing housing stock will make a positive contribution to reducing carbon dioxide emissions in the Borough. For example, any new gas boilers installed will be required to have an energy efficiency rating of A or B with a carbon footprint of up to 230gCO ₂ eq/kWh compared to up to 380gCO ₂ eq/kWh for an older boiler (Source: Parliamentary Office of Science and Technology Research Paper) and cavity wall insulation can reduce carbon dioxide emissions by >1,000kg per annum for a 4-bed detached house
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. Improving standards in the private rented sector

4.1 Background

- 4.1.1 The private rented sector is a key and increasing component of our local housing market, with the number of people living in the private rented sector having more than doubled in the last twenty years. Between March 2018 and March 2019 alone there was a 13% growth in the number of rental properties within the Borough, with this growth being experienced across all property sizes.
- 4.1.2 The sector is diverse and ranges from single property owners to portfolio landlords. There has been a recent growth in large scale private rented provision. The Council has also directly delivered in relation to this through its wholly owned housing company Nuplace Ltd, who now have 420 homes either complete or under construction. Nuplace, along with other local exemplar landlords and letting agents, have helped to raise standards within the private rented sector, both in terms of property condition and management practice.

- 4.1.3 Despite this, some private landlords and letting agents were failing to meet minimum requirements, therefore our Better Homes for All programme was launched in February 2018. The Council successfully secured funding for two years from the Ministry of Housing, Communities and Local Government (MHCLG) to establish the programme. We are now mainstreaming this intelligence-led approach into our core team in order to ensure that we continue to proactively target resources where they will have the greatest impact.
- 4.1.4 Better Homes for All has been underpinned by an “Educate, Encourage, Enforce” approach. Advising landlords and letting agents, supporting accreditation and local landlord associations, and encouraging market professionalism, have been equally as important as stepping up enforcement.
- 4.1.5 In line with our new Housing Strategy, Better Homes for All has also focused on increasing support for tenants renting in the private sector, particularly the most vulnerable.

4.2 Progress update

Increasing support for tenants and landlords

- 4.2.1 The Council has provided advice to tenants on a broad range of issues, such as eviction notices, rent accounts and security of tenure. We also support tenants who have been illegally evicted or have suffered harassment from their landlord.
- 4.2.2 We have been able to increase the support we provide to tenants most at risk of exploitation through a new vulnerability support project. This project specifically targets tenants who have been exploited by criminal landlords. Between April-December 2019, the project received 69 referrals and supported an additional 19 households connected with the first Banning Order in England, of which 24% were victims of criminal exploitation.
- 4.2.3 We have delivered 5 Area Activity Days in our urban housing estates. The aim of these days is to raise the profile of support available and help residents understand our service and their rights to safe, secure accommodation.
- 4.2.4 We have appointed two new Tenancy Sustainment Officers to provide targeted support to clients with complex needs to help them sustain a long-term tenancy. Between July-December 2019, these officers supported 224 clients. This support is over and above the advice and support that is given to anyone who is homeless or at risk of becoming homeless, which includes a personalised housing plan, individual to each client’s needs.
- 4.2.5 We continue to support landlords and letting agents through the Telford & Wrekin landlord accreditation scheme, which currently has 92 members. This provides advice, guidance and training for landlords and letting agents and assurance to tenants that an accredited landlord’s properties will be managed in accordance with an agreed code of conduct.

Improving standards through targeted enforcement

- 4.2.6 We have received over 800 service requests from tenants reporting repairs, or complaining about their landlords, over the last 12 months. This included 97 referrals as a result of our “**Report a Rogue**” campaign.
- 4.2.7 We have been successful in gathering intelligence by working in partnership with West Mercia Police, Shropshire Fire and Rescue Authority, The Home Office, Her Majesty’s Customs and Revenue Gang Master’s Licensing Authority and the Health and Safety Executive, collectively known as the Multi-Agency Targeted Enforcement Strategy (**MATES**). The MATES operations have identified accommodation that does not meet fire safety standards, a number of unlicensed HMOs, as well as highlighting vulnerable tenants that require our urgent support. Each partner organisation that is involved in MATES follows up the visits using their own legal powers as appropriate. Further covert operations are planned for 2020 although these are currently subject to Covid19 restrictions.
- 4.2.8 **Enforcement activity has included:**
- Issuing the first Banning Order in England. A Banning Order prevents a landlord or agent from working in the property industry for up to 5 years allowing the Council to take over management of the Landlord’s property. This has sent a strong message to other rogue landlords operating or who may be thinking of operating in our area.
 - Serving 425 enforcement notices to improve property conditions, the majority of which were complied with. Where landlords failed to comply, prosecutions followed.
 - Issuing 2 Rent Repayment Orders, totalling of over £3k. A Rent Repayment Order requires a landlord who has committed certain offences to repay rent or housing-related benefits.
 - Issuing 7 civil penalties for Housing Act offences, totalling £36k. Civil penalties are an alternative to prosecution, which can be a time-consuming process.
- 4.2.9 We have particularly targeted our resources on bringing Houses in Multiple Occupation (HMOs) up to standard. When the mandatory HMO licensing requirements changed in October 2018, we had an initial surge in applications and there were 148 applications pending this time last year. We have now issued licenses for 258 HMOs. We have also progressed 2 prosecutions in order to address poor management of HMOs.
- 4.2.10 Another area we have prioritised is the enforcement of trading standards legislation to ensure that letting agents operating in Telford & Wrekin are legally compliant. This approach is highly innovative and has seen some very positive results, including educating letting agents that they need to:
- Be a member of a Government approved property redress scheme – initially only 70% were members of a scheme, now only one letting agent is non-compliant with enforcement action in progress.
 - Provide tenants with an Energy Performance Certificate (EPC) at the start of their tenancy and ensure that no property below an E-rating is rented – 8 penalty notices have been issued with a number more in progress.
 - Make any fees for tenants and landlords clear in store and on their Website – there are 2 ongoing investigations which will be reported on in 2020/21.
 - Use assured short-hold assured tenancy agreements and not licences, as the latter does not give adequate protection to tenants – there are 2 ongoing investigations into the use of ‘sham’ licences.

5. Making best use and improving the quality of all existing homes

Improving energy efficiency

- 5.1.1 According to BEIS (Department for Business, Energy and Business Strategy), in 2016 there were 2.53 million households in England who were in fuel poverty, which is 10.9% of all English households. In Telford & Wrekin, we estimate around 7,700 households in fuel poverty which is above the national average at 11.5%.
- 5.1.2 The Council continues to work in partnership with Agility Eco and Marches Energy Agency to provide the following services to reduce fuel poverty for residents of Telford & Wrekin:
- **LEAP** is a free energy advice service. Advisors visit eligible residents and can implement free simple energy saving measures, such as LED light bulbs and draught-proofing, to reduce energy bills. Residents are also referred to any other schemes that will benefit them, such as insulation and heating upgrades (through a scheme called ECO – see next steps below), replacement of old and inefficient appliances and emergency central heating repairs. Training to over 30 staff from the Council and partner organisations, such as Wrekin Housing Trust, Carers Contact centre and Community Centres has been delivered to ensure all organisations can support clients to be referred into the LEAP scheme. Residents can also refer themselves via a Freephone number or the LEAP website (<https://applyforleap.org.uk/>).
 - **Switch Telford** – the Council's energy price comparison and switching Website (<https://telford.makeitcheaper.com/compare> or via a Freephone helpline). Since Switch Telford was launched in April 2017, there have been 1,755 switches and between January-June 2019 at least 10% of people switching saved £447 or more.
 - **Connected for Warmth** (first time central heating) – the Council supported Agility Eco's successful bid to the Warm Homes Fund in December 2019 to enable residents of Telford & Wrekin who have never had central heating installed in their home and have expensive and inefficient heating systems, such as storage heaters or open fires, to obtain free connections to the gas grid and first time central heating. Further information is available at www.connectedforwarmth.org.uk or via a Freephone helpline.

Recommended Next steps:

- 5.1.3 **The following next steps are recommended to improve energy efficiency of our housing stock across all tenures:**
- **Publish a Statement of Intent** - one of the main ways that the Government seeks to reduce fuel poverty and improve the energy efficiency of domestic properties is via the Energy Company Obligation (ECO) scheme. ECO is a legal requirement for major energy companies to provide funding for the installation of energy saving

measures (insulation and heating upgrades) in eligible households. This funding is in its third phase (ECO3) and runs until March 2022. As part of ECO3, local authorities are able to publish a Statement of Intent (SOI - also known as Local Authority Flex). The SOI is a public statement of the criteria set by the local authority to identify households eligible for measures provided under ECO3 funding. The rationale for publishing a SOI is that it will widen eligibility for funding and will enable more vulnerable households in Telford & Wrekin affected by fuel poverty to benefit from energy saving measures. The proposed SOI is set out in Appendix A of this report.

- **Develop a new fuel poverty Website** - to increase take-up of our existing offer by making it easier for residents to see what help is available for their tenure group. As an interim measure, we have improved our existing Council web-page to highlight the range of support available.

- **Develop a Fuel Poverty Strategy** – to include identifying and bidding for additional external funding to further reduce fuel poverty, working in partnership with other organisations. The strategy will be evidence-led and informed by the planning stock condition survey work set out in the Housing Strategy. The strategy will set out how we will also target those parts of the Borough with the highest levels of fuel poverty, such as South Telford, where improving the energy efficiency of homes will play a key part in our housing renewal plans. We will also prioritise improvements that have the greatest climate change impact, supporting the Council’s aspiration for the Borough to be carbon neutral by 2030. The outcomes delivered will be reviewed after 12 months.

5.2 Bringing empty properties back into use

5.2.1 Based on Government data, there were 390 properties in Telford & Wrekin in October 2018 that had been empty for more than 2 years with Council Tax records in May 2020 showing over 700 that had been empty for more than 6 months. While lower than the unitary authority average of 1,515 empty for more than 2 years empty properties remain a concern in the Borough, as they can attract anti-social behaviour and crime, reduce property prices locally and be a blight on a neighbourhood. In order to encourage owners of long-term empty and unused properties to bring them back into use, we have charged a 50% Council Tax premium since 2013. This premium was increased in 2019/20 budget.

Recommended Next steps:

5.2.2 Specific revenue and capital funding has been allocated to ensure that we can deliver the commitment in the Council Programme to bring more empty properties back into use. We will prioritise those properties that have been empty for 2+ years, are in a poor or dangerous condition or are causing a significant adverse impact in their neighbourhoods. We will target those areas with the highest number of empty properties, using Council Tax data and local intelligence from ward members, Town & Parish Councils and local residents. We have already progressed this with the appointment in June of an Empty Property Officer. We will drive this initiative forward by:

- Enabling residents to report empty properties online and widely promoting this;

- Developing a robust Empty Property Strategy to make best use of all housing stock, and removing any detrimental impacts to our communities and neighbourhoods;
- Negotiating with owners to bring properties back into use and providing advice and support to facilitate this, such as the option to use the Council's in-house lettings agency, Telford HomeFinder, to find tenants and manage the property on the owner's behalf;
- Using a range of powers to develop a 'best course of action approach' for each empty property presenting, including enforcement action to:
 - Tackle environmental crime linked to empty properties, such as graffiti and fly-tipping;
 - Clean-up land that is affecting the amenity of an area;
 - Secure a property to prevent unauthorised access;
 - As a last resort, and if other options have been unsuccessful, acquire land and property – either purchasing, taking over the management or enforcing the sale of a property.

PREVIOUS MINUTES

15 February 2018 – Cabinet, Better Homes for All

14 March 2019 – Cabinet, Better Homes for All Update

Report prepared by Katherine Kynaston Director: Housing, Employment & Infrastructure Katherine.kynaston@telford.gov.uk :

Appendix A – Telford & Wrekin Statement of Intent

Telford & Wrekin Council
Eco Flexible Eligibility Statement of Intent
June 2020 -
Published at <http://www.telford.gov.uk>

1. Introduction

- 1.1 In accordance with the Department for Business, Energy and Industrial Strategy (BEIS) Guidelines, this Statement of Intent sets out how Telford & Wrekin Council will determine households' eligibility for ECO funding where those households do not fit into the Government criteria of 'low income' but are nevertheless felt to be vulnerable to the effects of cold.
- 1.2 There are around ¹ 7,700 householders in fuel poverty in the Borough -11.5%. Within this, certain communities are particularly affected. This includes the urban wards of Stirchley, Brookside, Madeley, and parts of Wellington, as well as rural areas around Telford where fuel poverty rates are much higher - 12-16%
- 1.3 This ECO flexible eligibility criteria will contribute to the priority in the Council Programme to improve the health and wellbeing of residents of Telford & Wrekin, particularly being mindful that 15 of the Borough's neighbourhoods are ranked amongst the 10% most deprived nationally for health.
- 1.4 The Council has recently declared a climate change emergency and recognises the contribution that addressing fuel poverty can make to our aspiration to become a carbon neutral borough by 2030. For example, installing a combi boiler could improve a home's energy efficiency from a Band G (the lowest band), to a Band D category and with further measures, such as roof or wall insulation, this could reach a Band C rating.
- 1.5 We have also made a clear commitment in our Council Plan for every family to have a safe, warm and affordable home. ECO aims to provide funding to low income households and/or residents with health conditions and other vulnerabilities. Cold homes have been linked with a range of health conditions including respiratory health, strokes, hospital admissions and implications on mental health. Telford & Wrekin Council wishes to use Flexible Eligibility to its fullest to mitigate the effects of fuel poverty and improve the health and wellbeing of its residents.
- 1.6 The Council is currently helping to address fuel poverty in the following ways;
 - Switch Telford (switch.telford.gov.uk) - a price comparison service that encourages residents to save money on their energy bills (1,755 switches since launch in April 2017);
 - Referrals to LEAP (Local Energy Advice Partnership) run by Agility Eco, offering free home visits with low cost energy saving measures for eligible T&W residents;
 - Information on the Council Website signposting people to energy advice.

- 1.7 Inclusion in a Declaration made by the LA to a supplier will not guarantee installation of measures, as the final decision will depend on i) survey carried out by suppliers agents/ contractors and installation costs calculated, ii) the energy savings that can be achieved for a property, and iii) whether suppliers have achieved their targets or require further measures to meet their ECO targets.

2. How the Council will identify eligible households

- 2.1 In accordance with the provisions of the ECO Order, eligible households must be either;
- (a) Living in fuel poverty i.e. low income, high cost or;
 - (b) Have a low income and are vulnerable to the cold
- 2.2 Telford & Wrekin Council will apply the following eligibility criteria to identify eligible households who may benefit from the installation of measures under ECO flexibility.
- 2.3 This Eco Flexibility criteria applies to private sector households, including owner occupiers and private tenants, in line with the Government guidance

(a) Criteria for identifying households in fuel poverty (low Income high cost)

Private sector households will be considered at risk of fuel poverty if they are determined to be a low income household and live in a high cost home, in relation to energy use.

Low income is defined by:

- Having a household income, after the payment of rent/mortgage, council tax, and utility bills of less than £22,200

This is based on the median after housing costs income for Middle-layer Super Output Areas in Telford & Wrekin.

High heating cost households are determined by:

- a) the property has an EPC (Energy Performance Certificate) of D, E, F or G or;
- b) if the property doesn't have an EPC, then having a score of 50 points or more from answering the following questions;

Question	Response	Score
How many rooms are there in the home?	1	0
	2	10
	3	30
	4	40
	5	50
	6 or more	60
Are energy payments made by direct debit?	Yes	0
	No	15
What type of property is it?	Flat	0
	Terraced	20
	Semi-detached	30
	Detached	30
	Park Home/permanent caravan	60

What is the tenure?	Owner occupied	0
	Registered Social Landlord	0
	Private rented	15
Does the home use a boiler?	Yes	0
	No	5
Was the home built before 1976?	No	0
	Yes	25
What is the main fuel type used in the home?	Gas	0
	Other	15
	Electricity	30

(b) Criteria for identifying low income and vulnerability to cold (LIVC)

Private sector households will be considered vulnerable to the effects of living in a cold home if they are determined to be a low income household AND meet one the vulnerable to cold criteria below.

Low income is defined by:

Having a household income, after the payment of rent/mortgage, council tax, and utility bills of less than £22,200

Vulnerability to cold is defined by:

A household will qualify as being vulnerable to the effects of a cold home where one or more occupant;

- is aged over 60;
- is pregnant;
- is responsible for a child under the age of 18 living in the household;
- has a disability;
- is on the Energy Companies Priority Services Register;
- has a limiting long term or terminal illness affected by cold;
- respiratory conditions e.g. COPD, childhood asthma, severe asthma, emphysema, chronic bronchitis
- cardiovascular conditions e.g. coronary heart disease, high blood pressure, heart attack, poor circulation, stroke or mini strokes (TIA)
- diabetes
- musculoskeletal conditions e.g. arthritis (requiring regular review), chronic fibromyalgia
- neurological conditions e.g. dementia, Parkinson's Disease, Multiple Sclerosis
- mental health conditions e.g. depression, schizophrenia, bipolar disorder
- restricted mobility
- terminally ill
- suppressed immune system (e.g. from cancer treatment or HIV)

In exceptional cases, where an applicant does not meet the requirements under either a) or b), consideration will be made on a case by case basis.

3. Acting on behalf of another local authority

Telford & Wrekin Council is not acting on behalf of any other local authority.

4. Joint statement of intent

Telford & Wrekin Council are not working with any other local authority in regard to this Statement of Intent.

5. Governance

Once a household who has applied for help through a contractor and their eligibility has been confirmed, their information will be passed to the Local Authority to make a Declaration.

Qualifying residents will be asked to sign consent for their information to be sent to the Council, agree to the terms and conditions of the application and declare that the information they have provided is correct. They must accept that any applications later found to be invalid, based on information they provided, must be re-paid.

Applicants will be made aware that any agreement they sign is between them and the installer, not with Telford & Wrekin Council.

Declarations that a household meets Telford & Wrekin Council's Flexible Eligibility criteria will be signed by Home Improvement Case Workers on behalf of the local authority. The declaration will then be sent to the appointed contractor for progressing.

6. Referrals

- 6.1 The Council's Marketing & Communications Team has developed a Marketing Plan to promote the availability of Eco funding to its residents and encourage referrals. The Plan includes;
- regular press releases;
 - internal communications to all staff;
 - managers' briefings;
 - pop up banners on intranet;
 - flyers to community team for events and community centres;
 - flyers at libraries, Contact Points, Registered Social Landlords, GP surgeries;
 - Facebook and Twitter;
 - Customer call hold message;
 - Council webpage;
 - Gov Delivery subscriber groups – Housing Benefit, News For You, Council Tax;
 - Radio Shropshire coverage – launch of new service ;
 - Article in Your Voice (distributed to over 76,000 subscribers);
 - Communication via Town & Parish Councils.
- 6.2 To target our marketing towards those households vulnerable to the effects of cold, on a low income, in high energy cost properties, the Council will;
- Work closely with Public Health to identify routes to vulnerable households;
 - Brief frontline Council staff and other partners to encourage referrals from their respective clients, including staff in Marches Energy Agency, Housing and Environmental Health, Health & Social Care, Age UK, Shropshire Fire & Rescue Service, Citizen's Advice;
 - Send mailshots to homes where our data on income, property and health suggests that households may be eligible.
- 6.3 The Council works with partners and other schemes who will be able to identify and refer eligible households, such as; Marches Energy Advice, LEAP Referrers.
- 6.4 Potentially eligible households can apply themselves through;

- My EcoHome portal - for insulation and heating measures;
- Connected for Warmth website - for first time central heating and gas connection.

7. Evidence, monitoring and reporting

7.1 All evidence, monitoring and reporting will be undertaken through contract management procedures which will be put in place with installers. This will include;

- data collection and the mechanisms for monitoring the effective targeting of relevant households;
- monitoring which households of those targeted have subsequently receive a measure;
- the method and frequency with which information is reported to those with governance and decision-making responsibilities;
- auditing of data collection and the monitoring mechanism and
- the use of controls to deter, prevent and detect fraud.

8) Signature

Signed:

Position: Director – Housing, Employment & Infrastructure, Telford & Wrekin Council

Date:

TELFORD & WREKIN COUNCIL**CABINET – 9th July****HEALTH & WELLBEING STRATEGY 2020/21-2022/23****REPORT OF LIZ NOAKES, DIRECTOR HEALTH, WELLBEING & COMMISSIONING (STATUTORY DIRECTOR OF PUBLIC HEALTH)****LEAD CABINET MEMBER – CLLR ANDY BURFORD
HEALTH & WELLBEING BOARD CHAIR – CLLR KELLY MIDDLETON****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS****1.1 Introduction**

The Health & Wellbeing Board approved the draft proposals for the refreshed Health & Wellbeing Strategy for 2020/21 - 2022/23 in February 2020, before the full nature and scale of the coronavirus pandemic was imagined. Since then the impact of COVID-19 has profoundly affected us all as individuals, within our families and communities, and also in the statutory and voluntary organisations which offer services and support to improve health and wellbeing in Telford & Wrekin.

The pandemic has impacted on our health and wellbeing in significant and far reaching ways, particularly challenging our emotional and mental wellbeing and resilience. Health inequalities have been especially apparent not only for COVID-19 infection, but more widely as vulnerable children and adults have been most adversely affected due to the pressure the lock down period. We know that during the pandemic many people have not sought medical advice and that urgent treatment been delayed. The pandemic has also clearly impacted significantly the wider determinants of health, such as business and economy and education.

The refreshed strategy demonstrates the partnership progress made in improving health and wellbeing through the changing way partners have worked together to improve outcomes since the establishment of the Health & Wellbeing Board in 2013. Our proposals have now been updated to reflect the recovery, reform and reset agenda, providing a unique opportunity for the council, partners our communities to re-imagine and re-invent how we work together to improve health and wellbeing.

The strategy priorities proposed in early 2020 are all still highly relevant to our communities and we are also proposing an additional health protection priority, to

ensure we have a focus on preventing and reducing the spread of infectious disease in our communities.

The proposed priorities are as follows:

- Continue to develop, evolve and deliver our Telford & Wrekin Integrated Place Partnership (TWIPP) priority programmes:
 - Building community capacity and resilience
 - Prevention and healthy lifestyles
 - Early access to advice and information
 - Integrated care and support pathways
- Have a priority focus to drive progress on tackling health inequalities
- Set a priority call to action to improve emotional and mental wellbeing
- Ensure we protect people's health as much as possible from infectious diseases and other threats

A series of engagement workshops in late 2019 informed the development of the original strategy refresh proposals, including valuable conversations with Community and Voluntary Sector organisations.

The consultation on the strategy priorities planned for March 2020 did not take place given the urgent need to respond to the COVID-19 situation. If the Board approve these reset strategy proposals it is envisaged that consultation and engagement work will take place as part of the programmes being developed to deliver against the priorities.

The additional priority of preventing and reducing the spread of infectious disease in our communities relates to work in containing the spread of the Covid virus at this stage of the pandemic. Our local Covid outbreak and prevention plan has been published and will be taken to the Health & Wellbeing Board on the 13th July. The Council's Health Protection Hub is operational and is taking action to prevent the spread of the virus, respond to complex situations and contain any outbreaks. This local work sits as part of the nationally determined NHS Test & Trace framework of response and our plan identifies key risks with regard to having access to sufficient data locally to take effective public health action, adherence and compliance of the public and employers with NHS Test and Trace and turnaround times for results in national testing services.

The governance arrangements for the implementation of this strategy will be managed through the Health & Wellbeing Board, Telford & Wrekin Integrated Place Partnership and the Telford & Wrekin Community Safety Partnership. There will also be alignment with the governance structure being planned as part of recovery coordination in the local authority and as part of NHS system restoration plans. A governance model for

the strategy, which aligns with partner's recovery and reset plans will be brought back to the HWB in due course.

2. RECOMMENDATIONS

Cabinet is asked to approve the Health & Wellbeing Strategy 2020/21-2022/23

SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Council priorities?	
	Yes	<ul style="list-style-type: none"> Improving health and wellbeing across Telford and Wrekin, and; Protect and support our most vulnerable children and adults Securing the best start in life for children and young people
	Will the proposals impact on specific groups of people?	
	Yes	The Strategy aims to improve health and wellbeing for everybody in Telford & Wrekin, with a drive to reduce health inequalities, in our most disadvantaged communities, and for people with poor mental health. There is a particular focus on our most vulnerable and complex children, young people and adults.
TARGET COMPLETION/DELIVERY DATE	The Strategy will cover the three year period 2020/21-2022/23. Key early commitments for 2020/21 are proposed against the priorities.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	<p><i>The delivery of this strategy will need to be within available resources, including Public Health grant and other budgets within the Council including those funding adult and children social care services, homelessness and housing support. The final allocation of the Public Health grant for 2020/21 has still not yet been received however it is estimated to be £12.3million which includes an inflationary increase from 2019/20. Significant changes are anticipated to the Local Government Finance system in April 2021 which may impact on Public Health grant, therefore future funding allocations are uncertain at this point. Current projections indicate that overall the Council will have to make savings of around £18million by 2023.</i></p> <p><i>The Better Care Pooled Fund currently provides £6.7m of funding for Integrated care and support delivered by the Council and CCG. The announcement from Government of the CCG funding for the BCF in 20/21 has still not been made but there is currently no indication of any reduction; the Council have included a continuation of its current BCF contribution within its service and financial planning strategy for final approval in March 2020.</i></p> <p><i>The Council was selected to participate in the Government's Strengthening Families programme</i></p>

		<p><i>(Hertfordshire model) which is investing £84 million over 5 years to support up to 20 local authorities to improve work with families to safely reduce the number of children entering care.</i></p> <p><i>MB/TS 24.1.2020</i></p>
LEGAL ISSUES	Yes	<p><i>The HWBB has a statutory obligation to encourage integrated working and to encourage health and care services to work closely with the HWBB (s.195 Health and Social Care Act 2012).</i></p> <p><i>The strategy sets out how the HWBB will encourage integrated working to satisfy its statutory obligation.</i></p> <p><i>AL 22/1/2020</i></p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	<p>There are clear opportunities for public sector organisations to work more closely with the community and voluntary sector.</p> <p>The NHS Long Term Plan expectations provides new opportunities to collaborate, so the NHS strengthens its role in the prevention of ill health and duty to reduce inequalities.</p>
IMPACT ON SPECIFIC WARDS	Yes	<p>Borough-wide impact is expected, but particularly wards with highest levels socioeconomic deprivation and health inequalities.</p>

PART B) – ADDITIONAL INFORMATION

3. IMPACT ASSESSMENT – ADDITIONAL INFORMATION

None.

4. PREVIOUS MINUTES

Health & Wellbeing Strategy – Update 9th March 2016
 Health & Wellbeing Strategy - Refresh proposals Feb 2020

5. BACKGROUND PAPERS

None.

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 Helen.Onions@telford.gov.uk

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TELFORD & WREKIN HEALTH & WELLBEING STRATEGY 2020/21 – 2022/23

Foreword

The Health & Wellbeing Board approved the refresh strategy proposals in February 2020, before the full nature and scale of the coronavirus pandemic could be imagined. Since then the impact of COVID-19 has profoundly affected us all as individuals, within our families and communities and also in the statutory and voluntary organisations which offer services and support to improve health and wellbeing in Telford & Wrekin.

Beyond COVID-19 infection, we know the pandemic response has impacted on our health and wellbeing in significant and far reaching ways, particularly **challenging our emotional wellbeing and resilience**. Health inequalities have been especially apparent during the coronavirus pandemic, as factors such as: **age, occupation, ethnicity and deprivation** have disproportionately affected COVID-19 infection, and sadly death rates across different groups of people. Health inequalities have been exacerbated as the **most vulnerable children and adults have been adversely affected**, for example due to the pressure the lock down period has had on mental health impacting the health and wellbeing of families.

It is also acknowledged that during the pandemic many people have **lived with worrying symptoms without seeking medical advice** and that **urgent treatment has needed to be delayed** as the NHS coped with COVID-19. These wider issues will all have been exacerbated further among people living in our most disadvantaged communities, where lifestyle risks are greater and people are less likely to seek advice.

More broadly the pandemic and the lock down has clearly **impacted significantly the wider determinants of health**, such as business and economy and education.

The local and national response to the impact of COVID-19 in the first few months of 2020 was planned and delivered as an emergency response to the pandemic. Now the **recovery, reform and reset context** for the council and partners provides a **unique opportunity to re-imagine and re-invent how we work together** on the health and wellbeing agenda for the future.

The strategy priorities proposed in early 2020 are all still highly relevant to our communities and all the work programmes will have a post pandemic, recovery and reset context. We are also proposing an **additional health protection priority**, to ensure we have a focus on preventing and reducing the impact of infectious disease in our communities.

Finally, the Health and Wellbeing Board members and partners organisations remain **indebted to all the local health and social care workers and other key workers** who have shown such dedication, courage and commitment in treating, caring for, looking after and supporting their fellow citizens in Telford & Wrekin during this unprecedented time – a huge **thank you to you all**.

Introduction

Since 2013 the Health & Wellbeing Board has driven improvements in the health and wellbeing of residents across Telford & Wrekin. Our **strong track-record of effective partnership working** has been key to: improving health and wellbeing outcomes, tackling health inequalities, and addressing the wider, social determinants of health, such as housing, employment, education and crime.

As our population grows, ages and becomes more diverse, more people are living with multiple long-term conditions. The impact of poverty has increased the risks of people experiencing poor mental health, substance misuse and domestic abuse, and so hereby **increasing the vulnerability and complexity of individuals and families living in some of our communities.**

As partners we have been working more progressively together in an integrated way, to change the way support, care and treatment is now offered - taking a more strengths-based approach which helps us consider **people's physical, emotional and social more holistically.**

Community-centered approaches – underpinned by asset-based community development, which nurtures social connections and networks, and community assets, such as skills and knowledge in community organisations, are being increasingly used to connect and support people better. This is making our **communities and individuals stronger and more resilient**, and in turn is leading to better outcomes for people and reducing the demand for health and social care services.

Nurturing the current strengths and capacity in our communities to improve our own and each other's wellbeing, while offering joined up care and support to the most vulnerable people is a key driver for this new Strategy. It is especially important as we emerge from the coronavirus pandemic that we coproduce and re-shape with, and not to, our residents, businesses, partners and employees. If we do this meaningfully, we can develop an increased sense of belonging in Telford & Wrekin as part of the new world.

The Health & Wellbeing Board has a unique leadership role, given its duty for system-wide improvement in integrating health and social care, prevention services and community and voluntary sector support. Moving through the pandemic and the immediate post-crisis response this Strategy will contribute to multiple Recovery programmes, beyond the obvious health, care, community and welfare recovery and more widely to education, economy and business recovery.

TELFORD & WREKIN HEALTH & WELLBEING STRATEGY 2020/21 – 2022/23

Key delivery partnerships which will drive progress on the priorities in this Strategy are:

- The **Telford & Wrekin Integrated Place Partnership (TWIPP)** which covers all place-based developments to ensure better prevention, community focus and a more proactive and collaborative approach. TWIPP links to the **Shropshire, Telford & Wrekin Sustainability & Transformation Partnership (STP)** of health and social care organisations working on the [NHS Long Term Plan](#) to improve benefits for the community and to improve financial sustainability
- The [Telford & Wrekin Community Safety Partnership](#), which will continue to deliver progress in preventing and tackling crime and anti-social behaviour and reducing violence to improve the quality of life for our most vulnerable and at risk children, young people and adults

Our Journey - What impact have Health & Wellbeing Board partners made?

Since the Health & Wellbeing Board was established in 2013, partners have successfully worked together to improve a number of outcome indicators, including:

- **Healthy life expectancy** which is rising faster than the national rate, with men gaining one additional year in good health and women 3.5 years¹
- **Teenage conception** rates which were historically high in the borough, have fallen progressively and are now similar to the national average
- **Smoking rates** which overall have fallen, and rates of **smoking in pregnancy** which have reduced to an extent, but still require further improvement
- **Physical activity** rates which have increased significantly, making us the top Council in England for [improving the number of people who are active](#)
- **Alcohol treatment rates** which have risen from worse than the national average to become one of the best rates in the Country
- **Satisfaction with social care and support services which** has [improved markedly](#)
- **Admissions to residential and nursing care** which have reduced and are now significantly better than the England average

¹ From 2009-11 to 2015-17

The health of our population, as measured by life expectancy and healthy life expectancy has been improving, and at a faster rate than nationally. However, these measures remain still largely worse than the England average, and our key issue is that inequalities in life expectancy have been widening – meaning the health of our poorest communities has either worsened or not improved.

The gap in healthy life expectancy, between people living in the most deprived communities compared to those in the most affluent, is more than a decade for both men and women.

In addition, the life expectancy gap between people with serious mental problems is twenty years less than the rest of population.



Health & Wellbeing Strategy 2016-2019: Highlights of progress against our priorities

Encourage healthier lifestyles

- Increasing access to modern young people friendly [sexual health services](#)
- Tackling the excess weight epidemic through a [joined up, innovative whole system approach](#), which is improving physical activity levels
- Healthy Telford social media channels - Twitter, Facebook and [blog](#) with following of 4,000+ people and excess of 47,000 visits
- Healthy Lifestyle Service offers [family-based behaviour change support](#), through health chats, checks and personal plans at 80 weekly community clinics, including delivering good quality smoking quit rates.

Improve mental wellbeing and mental health

- Future in Mind, vibrant Continuing Professional Development network offering an emotional wellbeing focussed programme to schools
- [BeeU](#) jointly commissioned to help children and young people with emotional problems get more help and to support and manage crisis
- Emotional health and wellbeing panel for children and young people enabling health, social care, and education to discuss ways better support can be offered
- [Telford Mental Health Forum](#) providing a voice for people with mental problems and their carers to support coproduction
- The Emotional Wellbeing service (IAPT) providing therapy to many more adults who are depressed or anxious, with a good recovery rate
- Suicide prevention partnership offering annual networking events, face-to-face and [online awareness raising](#) sessions, and [campaigns](#)
- [Branches](#) providing peer-led drop in and support activities for people with mental health issues, plus a more formal listening service

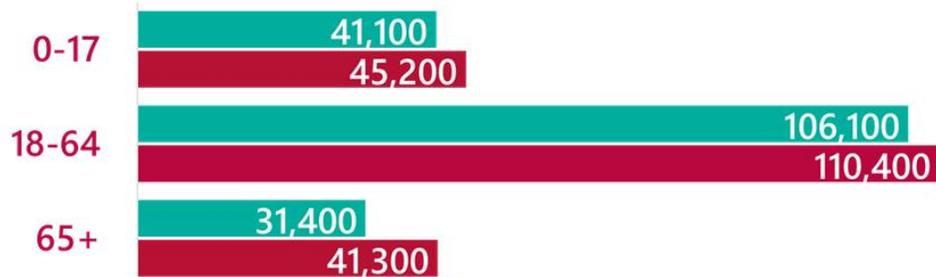
Strengthen our communities and community-based support

- [Health Champion](#) volunteers are using their own life experience and social connections to give lifestyle advice and act as Community Connectors
- Live Well hubs are improving support in the community
- Live Well Telford - [Telford & Wrekin's all age online community directory](#), signposts people to a range of services, support and activities
- [My Choice](#) - the Information Advice and Advocacy service commissioned for adults with care and support needs
- Multi-disciplinary team support offering comprehensive care for care homes
- Early integration of teams joining up across organisations, so a wider range of professionals can support individuals more holistically
- Better Care Fund - pooled financial resources to enabling the development and delivery of integrated health and social care services

Our communities

Population & Projections

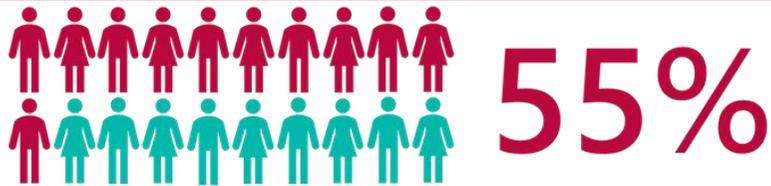
The estimated population of **178,600** people in **2019** is projected to rise to **196,900** by **2031**; with the greatest increase (**+32%**) expected in people aged **65+**.



18.1% **60+ YEARS** **7,243** **ADULTS**
LIVE IN INCOME DEPRIVED HOUSEHOLDS

23.9% **0-15 YEARS** **8,603** **CHILDREN**
LIVE IN INCOME DEPRIVED HOUSEHOLDS

Long term health & disability



Of the population aged 65 and over (16,600 people) are estimated to have a long term health problem or disability.

Mental Health



People aged 16-64 (20,000 people) are estimated to have a common mental disorder.

Developing the strategy

The proposals in this refreshed strategy have been developed through a process which has included:

- Review of local intelligence – in terms of our changing population and local need and demand information, demonstrated in our Joint Strategic Needs Assessment - [Understanding Telford and Wrekin](#)
- An **Engagement workshop with voluntary sector partners**, in October 2019, where 54 people from 25 different organisations contributed to discussions on our challenges and potential solutions
- A **Joint Board engagement session** for the Health & Wellbeing Board and Telford & Wrekin Integrated Place Partnership (TWIPP) members to review progress and discuss and align priorities
- Alignment to the 2019 Telford & Wrekin Annual Public Health Report [Looking back, looking forward, Making health everyone's business](#) recommendations
- Synthesis of the [Shropshire, Telford & Wrekin STP](#) commitments, priorities and programmes, identified through the development of the [Long Term Plan for 2019 – 2024](#).

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The Shropshire, Telford & Wrekin Sustainability & Transformation Partnership (STP) context

The **STP strategic priorities** aim to:

- Support people in Shropshire, Telford & Wrekin to lead healthy lives
- Develop an Integrated Care System that joins up health and social care
- Develop a system infrastructure, to make the best use of resources, reduce duplication and achieve financial stability
- Improve communication and involvement of patient, public and all stakeholders

Bringing together elements of the Long Term Plan, this strategy will inform the development of **one single plan for Telford & Wrekin**, covering all **place-based and prevention activities** in the borough.

Our Vision

“Working together to enable people in Telford and Wrekin to enjoy healthier, happier and more fulfilling lives”

Our Framework

Delivering our vision means we need a comprehensive approach to improving health and wellbeing across the following pillars



[Kings Fund A vision for population health: Towards a healthier future](#)

Our Priorities

- We will continue to develop, evolve and deliver our Telford & Wrekin Integrated Place Partnership (TWIPP) **priority programmes**:
 - Building community capacity and resilience
 - Prevention and healthy lifestyles
 - Early access to advice and information
 - Integrated care and support pathways
- We will have a **priority focus** to drive progress on tackling health inequalities
- We will set a **priority call to action** to improve emotional and mental wellbeing
- We will develop a **priority plan** to ensure people’s health is protected as much as possible from infectious diseases and other threats

Our Outcomes

- **Improve overall healthy life expectancy in men and women** by at least one year by 2023
- **Halt the increasing inequalities gap in healthy life expectancy, and continue to narrow the gap**
- **Narrow the inequalities gap in life expectancy for people with serious mental health problems**

A detailed outcomes and performance framework will be developed to track progress of the strategy. As part of the recovery phase a deep dive will need to be undertaken to understand the scale and impact of the coronavirus pandemic on a range of health and wellbeing outcomes and inequalities indicators.

Our approach

How will we work better together?

- ✓ Focus on prevention, recognising the impact of wider determinants of health - homes, jobs, education
- ✓ Person-centred, family-focused, place-based and community-led approach
- ✓ Intelligence-led planning and delivery – using population health management
- ✓ One team - delivering integrated, seamless services
- ✓ Making good use of all our resources, to manage demand away from high cost health and care services
- ✓ Being radical and innovative
- ✓ Promoting wellbeing, foster self-help and maximise independence regardless of need or dependency

How will people's lives be different?

- ✓ People will be empowered to take control of their health and will stay healthy for longer
- ✓ Communities will be connected and empowered, and will grow to support each other
- ✓ Our towns and villages will enable people to make healthier choices
- ✓ People will have one conversation - one point of contact – to get the right information and advice at the right time
- ✓ Home will be seen as normal – with services available closer to home
- ✓ Clinical treatment outcomes for patients will be improved
- ✓ People and their carers will feel supported during times of crisis and at the end of their lives

Our delivery partnerships

The Shropshire, Telford & Wrekin Sustainability & Transformation

Partnership aims to tackle health and social care problems by tailoring care to individual needs, drawing on the expertise of all partners and improving communication. The STP will evolve into an **Integrated Care System (ICS)**, to deliver, sustainable system-wide transformational change.

The **Health & Wellbeing Board** will work together as part of the wider STP/ICS, ensuring that the NHS focusses on preventing ill health and providing personalised, person-centred, place-based care.

The [Telford & Wrekin Integrated Place Partnership \(TWIPP\)](#), a key part of STP, **encompasses all prevention and place-based developments**, including; volunteering, community health and social care services and joint working between GP practices. Key partners include: the Council, the Clinical Commissioning Group (CCG), GPs - through Primary Care Networks, Midlands Partnership Foundation Trust, Shropshire Community Health Trust, Shrewsbury and Telford Hospital Trust, voluntary sector organisations, Healthwatch.

The [Telford & Wrekin Community Safety Partnership \(CSP\)](#) reports to the Health & Wellbeing Board, and includes representatives from: the police and probation services, the CCG, the fire and rescue service and as well as various council teams. The CSP steers progress to tackle community safety issues, including: domestic abuse, drug and alcohol misuse, exploitation and violence reduction.

Priority Programmes for 2020/21

Building community capacity and resilience

To ensure Telford & Wrekin is a place where all communities are well supported to take ownership of the challenges that they face, to make them stronger and more resilient

- ❖ Social isolation and loneliness
- ❖ Building resilience in children & young people
- ❖ Making effective links with community business, projects and activities

Prevention and healthy lifestyles

To ensure people stay healthy throughout their lives - starting with preconception and birth to ensure every child gets the best start in life, and targeting those with the greatest need to reduce inequalities, whilst maintaining an effective universal offer for everybody

- ❖ Healthy weight and physical activity
- ❖ Healthy Pregnancy, Healthy Families

Early access to advice and information

To provide a comprehensive, integrated approach to offering information and advice for all ages, from health and social care services, to voluntary sector organisations, community groups, activities and support

- ❖ Live Well hubs
- ❖ Independent living centre
- ❖ VCSE Partnerships

Integrated care and support pathways

To deliver joined up, effective services, support, and care, which connect and empower people to stay healthier for longer and support families to stay together, preventing avoidable admission to care homes, hospital and children being taken into care

- ❖ Expanding Pathway Zero
- ❖ Integrated community frailty model
- ❖ Improving care for people with alcohol problems
- ❖ Strengthening Families, Family Safeguarding
- ❖ Social prescribing

Priority Call to Action

Emotional and mental wellbeing

To co-produce with people, communities and partners ways to live well, with improved emotional health and wellbeing

- ❖ Year of Wellbeing
- ❖ Tackling Trauma & Adversity, including Adverse Childhood Experiences (ACEs) and the psychological impact of COVID-19
- ❖ Homelessness and Housing Support
- ❖ Improving Mental Health services

Priority Focus

Driving progress to reducing health inequalities

To accelerate, targeted collaborative local action to reduce health inequalities

- ❖ Tackling the wider determinants of health
- ❖ Giving every child the best start in life
- ❖ Improving the lives of the most vulnerable people, those with complex needs, and those at risk of abuse, neglect or exploitation

Priority Plan

Health Protection

To ensure people's health is protected as much as possible from infectious diseases and other threats

- ❖ Improve immunisation rates
- ❖ Continue to give advice on good hygiene and infection control

Our Priorities

Driving progress to reduce health inequalities

With health inequalities increasing, and the most important influences on health recognised as the wider social determinants, based on the findings of the [Marmot report 'Fair Society, Healthy Lives'](#) strategic review of health inequalities, we commit:

To accelerate, targeted collaborative local action to reduce health inequalities, by:

- Tackling the “wider determinants of health” – such as healthy homes, standards of living, positive work and employment, income and education
- Giving every child the best start in life – to influence a range of outcomes throughout people’s lives
- Improving the lives of the most vulnerable, people with complex needs, and those at risk of abuse, neglect or exploitation² - some of whom fall between our current support offer.

Priority programmes

Building community capacity and resilience

To ensure Telford & Wrekin is a place where all communities are well supported to take ownership of the challenges that they face, to make them stronger and more resilient

Key commitments for 2020/21:

- ❖ **Social isolation and loneliness** – building on already strong relationships, collaborative work with our vibrant Voluntary, Community and Social Enterprise sector, individuals, and community networks will continue to improve social connections and reduce loneliness
- ❖ **Building resilience in children & young people** – the Mental Health Taskforce will develop a plan to improve emotional health and wellbeing outcomes, for all children and young people, to keep them well, support them resist risky behaviour and reduce the impact of adverse childhood experiences
- ❖ **Making effective links with community business, projects and activities** - colleagues in Adult Social Care and Children’s Safeguarding and Family Support are collaborating to identify alternative community-based services to support clients accessing services

² For example: carers, young care leavers, people with disabilities, older people, those with multiple conditions and children, young people and families suffering from the impact of poor mental health, drugs and alcohol abuse, domestic abuse and homelessness.

Prevention and healthy lifestyles

To ensure people stay healthy throughout their lives - starting with preconception and birth to ensure every child gets the best start in life, and targeting those with the greatest need to reduce inequalities, whilst maintaining an effective universal offer for everybody

Key commitments for 2020/21:

- ❖ **Healthy weight and physical activity** through implementing a whole-system approach and closer working with planning to create an environment that supports an active and healthy lifestyle
- ❖ **Healthy Pregnancy, Healthy Families** – enhance prevention activities to **improve pregnancy and birth outcomes for women, their babies and families**, as part of the [local maternity system](#), including the public health midwifery service and development of community peer support initiatives

Early access to advice and information

To provide a comprehensive, integrated approach to offering information and advice for all ages, from health and social care services, to voluntary sector organisations, community groups, activities and support

Key commitments for 2020/21:

- ❖ **Live Well Telford Hubs** – further developing the drop ins available across all localities to include Adult Social Care, further partners from health and the voluntary sector (e.g. mental health, community nursing, carers centre) will join the collaboration
- ❖ **Independent Living Centre** - development of a centrally located specialised hub focussed on promoting independence, showcasing assistive technology and digital equipment with the emphasis on people being able to seek early information and advice to help them live in their own home for longer
- ❖ **VCSE partnerships** – further develop links with community and voluntary organisations and community businesses that provide associated and “wrap-around” services which support peoples’ mental and physical health by tackling social isolation, empowering people to deal with their problems, providing advice, advocacy and other support, to mobilise the high degree of social capital in support of this strategy

Integrated care and support pathways

To deliver joined up, effective services, support, treatment and care, which connect and empower people to stay healthier for longer, and support families to stay together, preventing unnecessary admission to care homes, hospital and children being taken into care

Key commitments for 2020/21:

- ❖ Building on the foundations of the **Health and Social Care Rapid Response Team**, (which co-locates Nurses, Social Workers, Occupational Therapists, GP Clinical Advisor and call handlers) **single point of access for health and social care will be developed** to enable a streamlined access point for all
- ❖ **Expanding Pathway Zero** to encompass all hospital wards, with a preventative pathway to direct people and carers to a network of community-based options to support and maintain people in their normal place of residence
- ❖ **Strengthening Families - [Family Safeguarding](#)** transformation to improve preventative and early help services and safeguarding processes to **respond differently to the needs of our local children and families**, improving range of outcomes, including reducing the number of children entering care
- ❖ **Improving the quality of care for people with alcohol problems** – by developing an **Alcohol Care Team** to provide specialist support to alcohol-dependent patients and the **“Blue Light project”** pilot for people with the most complex, longstanding alcohol issues.
- ❖ **Social prescribing** – the **Primary Care Network Link Worker Role** will be implemented and referral pathways agreed to connect with our work in communities and with the voluntary sector to further develop our community offer for self-help and preventative health improvement activity

Priority call to action - Emotional and mental wellbeing

To co-produce with people, communities and partners ways to live well, with improved emotional health and wellbeing

Key commitments for 2020/21:

- ❖ **Year of Wellbeing** – a **year of positive events and awareness raising** to encourage a community conversation on the importance of emotional wellbeing and mental health, to **encourage and inspire everybody**, to take action to make themselves and others to feel good and function well
- ❖ **Tackling Trauma and Adversity**
 - develop a local response, based on evidence of what works and best practice, given that Adverse Childhood Experiences (ACEs) and other emotionally traumatic events are clearly linked to poor mental and physical health
 - use a trauma-informed approach to support our key workers and communities deal with some of the impacts of the COVID-19 pandemic
- ❖ **Homelessness and Housing Support** – improve housing support to reduce homelessness and improve outcomes for the most vulnerable people, by **working differently with our community-based supported and specialist housing providers**, linking with the specialist and supported housing strategy
- ❖ **Improve access to mental health services** – through the [STP Long Term Plan](#) commitments to transform services for:
 - People with mental health and alcohol and drug misuse issues – dual diagnosis
 - People with mild - moderate mental health problems
 - People with serious mental illness – by improving crisis and out of hours support
 - Children and young people
 - People with a learning disability
 - Older people i.e. dementia

Priority Plan – Health Protection

To ensure people's health is protected as much as possible from infectious diseases and other threats

Key commitments for 2020/21:

- ❖ **Improve immunisation uptake** – for all vaccine preventable diseases, but especially for infections which impact most in the winter, such as influenza
- ❖ **Continue to work together protect people from COVID-19 infection** – supporting system-wide response – care homes Test and Trace, promoting adherence to self-isolation advice, promoting hand washing and good personal hygiene

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TELFORD & WREKIN COUNCIL

CABINET – 9th July 2020

CHILDREN ARE CARE FOR, AND THEY ARE CARE ABOUT

JOINT REPORT OF CLLR. S DAVIES LEADER OF THE COUNCIL & CLLR. S A W REYNOLDS LEAD MEMBER FOR CHILDREN’S SERVICES

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 To present the findings from the Ofsted Inspection of Local Authority Children’s Services (ILACS) which took place between 13th and 31st January 2020. A copy of the report is attached at Appendix 1

2. RECOMMENDATIONS

That Cabinet:

- 2.1. Notes the content of the this report.
- 2.2. Notes and supports a request by Children and Young People Scrutiny Committee to monitor implementation of the Action Plan
- 2.3 Ask Children and Young People Scrutiny to provide a report to Cabinet setting out progress being made against the Action Plan

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	- Protect Care and Support our Most Vulnerable Children and Adults - Securing the Best Possible Start in Life for Children and Young People
	Will the proposals impact on specific groups of people?	
	Yes	The action plan will mainly impact on children and young people and their families, particularly those in need of help and protection, children in care and care leavers.

TARGET COMPLETION/DELIVERY DATE	As set out in the Improvement Plan – 31 st December 2020.	
FINANCIAL/VALUE FOR MONEY IMPACT	No	There are no financial implications identified from the recommendations in this report at this time. Once the draft action plan is available an assessment of the financial implications will be made and any identified will be detailed in the next reporting stage of the Cabinet cycle. TAS 20/02/2020
LEGAL ISSUES	Yes/No	The Council has a number of statutory duties to ensure it protects and supports the children and young people residing within the Borough. The ILACS system of inspection is a method of benchmarking the quality of care provided to children and young people; the assessment of Outstanding provides assurance that the Council follows best practice within its Children's Services teams. There is a requirement, following an ILACS inspection, to evidence that steps are being taken to address any recommendations and the proposed action plan will enable the authority to do this. AL 20/02/2020
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	N/A
IMPACT ON SPECIFIC WARDS	No	The action plan will have a borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1 Background

4.1.1 The Council is committed to creating a better Borough for its residents and businesses in areas such as improving employment, skills and people's health, ensuring our local health services respond to the needs of our Borough's facilities and boosting tourism. Our ambition is to be the place of enterprise, innovation and partnership.

4.1.2 The **Council's Protect Care & invest Programme** priorities include

- **Investing to protect our most vulnerable children**

We want to see children and adults live safely at home in their communities, this means developing community capacity to achieve this goal. Where we can't do this we want the very best for our vulnerable children and adults.

4.1.3 The Council's approach to austerity has been to invest in new ways of working including Nuplace, a solar farm and working with our communities, including parish and town councils. This has allowed us to preserve many early interventions services. For example libraries and children's centres and to generate income to invest in Council services including Children's Services.

4.1.4 The **Council budget 2017/18 to 2020/21 for Children's Services has increased by £13.77m (53%). This is at a time when the Council's Revenue Support Grant reduced by £8.485m (46%).** Over the same period an additional £2.1m has been allocated from one off funding to support a number of improvements in practice. This demonstrates the Council's commitment to children's services.

4.2 Inspection of Local Authority Children's Services (ILACS)

4.2.1 The ILACS inspection framework was published in November 2017, replacing the previous Single Inspection Framework (SIF) which had been in place since November 2013.

4.2.2 ILACS takes a 'system' approach to evaluating the quality of social work in local authorities rather than the previous one-off inspection approach. The system includes:

- local authorities sharing an annual self-evaluation of the quality and impact of social work practice.
- an annual engagement meeting between Ofsted regional representatives and the local authority to review the self-evaluation

and to reflect on what is happening in the local authority and inform how they would engage with each other in future.

- Ofsted's local authority intelligence system (LAIS) (which brings data and information into a single record).
- Focused visits that look at a specific area of service or cohort of children.
- Standard and short inspections where Ofsted make judgements using their four-point scale.
- Joint targeted area inspections (JTAI).

4.2.3 Our **previous full Ofsted inspection** (under the Single Inspection Framework) was in June-July 2016. **The judgement overall was 'Requires Improvement to be Good'**, with performance on adoption and services to care leavers judged to be 'Good'.

4.2.4 We had a two day focused visit from Ofsted in September 2018 which focused on our arrangements for permanence and permanency planning for looked after children.

4.3 Telford & Wrekin ILACS

4.3.1 The Telford & Wrekin ILACS took place between 13th – 31st January 2020 and the report was published on 2nd March 2020

4.3.2 **The outcome of the inspection was that the Council's Children's Services were assessed as being 'outstanding'**. Out of the three judgement areas, two areas (the experiences and progress of children in care and care leavers and the impact of leaders on social work practice with children and families) were judged to be 'outstanding' and the experiences and progress of children who need help and protection was judged to be 'good'.

4.3.3 There is only one area cited in the report under 'what needs to improve most' (previously known as recommendations): *The quality of recording in children's plans and at key management decision points.*

4.3.4 We are required to submit an action plan responding to the findings in the report within 70 working days of receiving it.

4.3.5 At the time of writing we were **one of only 18 local authorities achieving an 'Outstanding'** for overall effectiveness (including one from previous SIF inspection arrangements), and **the only authority in the West Midlands and North West of England** (see map attached at Appendix 2). Only one other authority (Bexley) achieved improvement straight from 'Requires Improvement' to 'Outstanding'.

4.3.6 The Inspection report is very positive throughout, and some key messages from the summary and leadership sections include:

- *Children's services in Telford and Wrekin Council are **outstanding***
- ***Senior leaders have implemented a clear and ambitious vision** for vulnerable children and families in Telford and Wrekin, which has resulted in outstanding services that are benefiting children. Despite this success, they continue to work to continually improve services. They aspire to a service for every child that they would welcome for their own.*
- *Senior leaders have a clear and transformative vision for services to sustainably improve the lives of vulnerable children and their families in Telford and Wrekin. **Members and senior officers' work together successfully to deliver this ambitious agenda to improve services**, which has been implemented and embedded by committed and skilled social workers and managers.*
- *Strong **corporate commitment** to prioritising children's social care has enabled the service to develop and improve.*
- ***Staff at all levels are valued and very well supported.** This has developed a positive culture where social workers can practice safely and effectively and where they are making a positive impact on lives of children and their families...*
- *The **response to children facing risks outside of the family is very strong and an area of excellent practice.** Additional capacity has been created within the child sexual exploitation team to develop it into a **children abused through exploitation team (CATE)**... **children receive highly effective help and support that mitigate risk well. Consequently, children's safety and well-being improve.***
- *Children benefit from **high-quality social work** and an impressive range of specialist services that improve their well-being and help to protect them from harm. Social workers and other staff who support children are very committed, and they are exceptionally well trained. **Children are valued and receive child-focused services** tailored to their individual needs.*
- ***Corporate parenting is exceptionally strong. Children are cared for, and they are cared about.** Children and their families benefit from creative high-quality services which support children to live with their families wherever possible.*
- ***Life story work** is a strength and **area of exceptional practice***
- *Care leavers benefit from strong and enduring relationships with personal advisers, who are responsive to their needs well into adulthood.*

- ***Strong and effective multi-agency partnerships mean that children in need of help and protection are identified quickly and get the support they need.***

4.3.7 This is a very positive judgement which reflects several years of hard work with a clear focus on improving services. We will **need to build on this going forward and continue working to improve outcomes for our vulnerable children and young people and their families**, including our work on criminal exploitation, reducing exclusion by creating a sense of belonging and the implementation of the Hertfordshire 'Family Safeguarding' model.

4.3.8 The Council was successful in making an application to join the Department for Education's Strengthening Families Programme in 2019. Funding from this programme will be used to implement, with partners the family safeguarding model which is designed to keep families together where it is safe to do so. This is achieved through a more collaborative way of working where parents are motivated to identify changes needed within their own families. This helps to achieve better outcomes for children.

5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

5.1 Ofsted have found in their report that "Children's services in Telford and Wrekin are outstanding overall. Children benefit from high quality social work and an impressive range of specialist services that improve their wellbeing and help to protect them from harm.

6 PREVIOUS MINUTES

6.1 Minutes of the Meeting of the Borough of Telford & Wrekin held on Thursday, 24 November 2016 at 6.00pm at The Haybridge Restaurant, Telford College of Arts & Technology, Haybridge Road, Wellington, Telford

Report prepared by Clive Jones, Executive Director, Children's & Family Services, Telephone: 01952 385100

Telford and Wrekin Council

Inspection of children's social care services

Inspection dates: 20 January 2020 to 31 January 2020

Lead inspector: **Alison Smale**
Her Majesty's Inspector

Judgement	Grade
The impact of leaders on social work practice with children and families	Outstanding
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care and care leavers	Outstanding
Overall effectiveness	Outstanding

Children's services in Telford and Wrekin are outstanding. Children benefit from high-quality social work and an impressive range of specialist services that improve their well-being and help to protect them from harm. Social workers and other staff who support children are very committed, and they are exceptionally well trained. Children are valued and receive child-focused services tailored to their individual needs. Children are listened to and their experiences are well understood and inform planning to improve their lives.

Corporate parenting is exceptionally strong. Children are cared for, and they are cared about. Children and their families benefit from creative high-quality

services which support children to live with their families wherever possible. A significant number of children have been successfully diverted from alternative care and enabled to live safely with their birth families. When this is not in their interest, children benefit from high-quality carers and timely securing of permanence. Care leavers benefit from strong and enduring relationships with personal advisers, who are responsive to their needs well into adulthood.

Senior leaders have implemented a clear and ambitious vision for vulnerable children and families in Telford and Wrekin, which has resulted in outstanding services that are benefiting children. Despite this success, they continue to work to continually improve services. They aspire to a service for every child that they would welcome for their own. Workforce development, recruitment and retention are particularly strong. Staff at all levels are valued and very well supported. This has developed a positive culture where social workers can practise safely and effectively and where they are making a positive impact on the lives of children and their families.

What needs to improve

- ☐ The quality of recording in children's plans and at key management decision points.

The experiences and progress of children who need help and protection: good

1. Children and families are offered highly effective early help and support when their needs are first identified. Thresholds are appropriately applied and understood. Strong multi-agency information-sharing supports effective decision-making, which is making a positive difference to children's lives. Families benefit from access to an impressive range of supportive and accessible services and helpful staff. Parents spoken to were extremely positive about the non-judgemental and helpful support they receive, which is making a difference to them and their children's lives.
2. Managers in the early help Strengthening Families hubs know the children and families in the community well. They allocate interventions and resources based on an effective need and risks-based approach. This is providing timely and targeted support to families where and when it is needed. Much of the work undertaken in the hubs is delivered by the local authority. Senior leaders recognise that there is more to be done to encourage partners to take a lead role in more early help plans.
3. Strong and effective multi-agency partnerships mean that children in need of help and protection are identified quickly and get the support they need. The multi-agency safeguarding hub, Family Connect, benefits from experienced social workers who are skilled at speaking with families and other professionals to ascertain information and identify risk

and need. Social workers are professionally curious and passionate about safeguarding children and young people. They appropriately probe and explore issues with parents and other professionals. Historical factors are thoroughly explored to inform decisionmaking. Consent is well understood, sought or dispensed appropriately.

Consequently, children's needs are identified and decisions about next steps are made in a timely way by suitably qualified and experienced social workers and managers. Where needed, children and families are diverted to the appropriate service commensurate with their level of risk and need. Threshold decisions are appropriate, and staff are well informed and refer to the revised threshold guidance, including out of hours. Management oversight is strong and effective. In a very small number of cases, the recording of management decisions when timescales for enquiries need to be extended is not clear enough. While there is no detrimental impact for children, the rationale for the decisions is not made explicit.

4. Case summaries on children's records are a particular strength and provide an immediate and up-to-date overview of children's circumstances. They give an effective summary of the child's story, which helps those not familiar with the child's circumstances, for example those who work in the out-of-hours service, to understand key information quickly.
5. Child protection work is highly effective. Strategy discussions are timely and involve the right professionals. Where there are concerns about immediate harm, children are seen promptly to better protect them and inform initial risk assessments. Joint investigations are undertaken where appropriate. Child protection enquiries result in children receiving effective help and protection.
6. Child and family assessments are child-centred, and direct work ensures that social workers understand children's lives and circumstances. Timely assessments are well written and appropriately involve family members, differentiating between the needs of brothers and sisters. Children's current needs are effectively identified. Assessments could be further strengthened by better use of research to anticipate likely future harm.
7. Social workers know children very well. The experiences of children and the progress they make as a result of effective social work practice are good. The tenacious work undertaken by social workers, which they articulate very well, is not always reflected in children's written plans. Children's plans vary in the quality of how they are written. Actions can be quite general, are not timebound and are not always explicit for parents about what needs to change. Plans are reviewed at regular child in need and core group meetings.

8. Conference chairs ensure that child protection conferences are timely, involve the right people and make the right decisions for children. Review conferences consider actions within the plan and clarify what has been achieved and is still to be achieved. Children's circumstances improve through the help and protection they receive.
9. Pre-birth assessments are undertaken to a very high standard, and this is an area of excellent practice. Parents are offered appropriate help and support at the earliest stage. When there are concerns about potential significant harm, a specialist team undertakes a pre-birth assessment at the earliest opportunity. Assessments are of a very high quality to inform future planning for the child at birth. When born, and when it is in the child's best interest, parents are supported to safely parent, and they benefit from a further parenting assessment to inform the longer-term plan. When children need to become looked after, managers are decisive, and, in these instances, family members are considered in a timely way. Planning for children to achieve permanence with their brothers and sisters is also well considered. This means that children are enabled to live with their family where it is safe to do so or that timely and effective action is taken to protect them.
10. The needs of disabled children are well understood. Social workers and caseworkers work well together to ensure that assessments are updated and inform support for disabled children and their families. Effective support helps children to lead fulfilling lives.
11. The designated officer ensures that allegations against anyone working with children are managed effectively. Consequently, children are appropriately protected.
12. Management oversight through regular supervision is evident in children's records. Actions are routinely recorded and followed up, which helps progress planning for children, mostly within their timescales.
13. The voice of the child is a real strength and an area of good practice across the whole service, including the voices of children in care and care leavers. Children are seen regularly, with visits tailored to their needs and presenting risks. Social workers take time to get to know their children through regular visiting, activities and direct work. This helps children to understand, at their own pace, their life experiences and plans for their futures. Social workers articulate children's daily life experiences well. Children's views and perspectives are reflected in their assessments and reviews of plans and in key meetings.
14. Children exposed to domestic abuse are recognised and are effectively afforded safety and protection. Children and their families who need specialist support benefit from a comprehensive range of services, such as a mental health support drop-in group, substance misuse support, a

course for children who are potentially becoming involved in crime, and online counselling.

15. The response to children facing risks outside of the family is very strong and an area of excellent practice. Additional capacity has been created within the child sexual exploitation team to develop it into a children abused through exploitation team (CATE). Consultations offered by CATE workers add value and support social workers and other professionals working with children and families to better recognise and respond to child exploitation using recognised tools and approaches. Effective strategic and operational partnerships mean that intelligence about the local child exploitation profile is well developed. Timely risk identification and analysis ensure that effective plans are in place to reduce and manage risk. Effective multi-agency information-sharing and decision-making take place through risk panel meetings. Children's voices and experiences are well understood and taken into account by the panel. Children receive highly effective help and support that mitigate risk well. Consequently, children's safety and well-being improve.
16. The local authority has begun to take a different approach to meeting the needs of and addressing risks to children who are experiencing neglect. Social workers articulate well the current assessment of harm. There is concerted work to provide parents with the skills to maintain long-term safe care. In a very small number of instances, the cumulative impact, resulting in chronic neglect, has not been responded to soon enough. Senior leaders acknowledged that they had more to do to ensure effective use of pre-proceedings, particularly for the small number of children experiencing chronic neglect. Senior managers made changes during the inspection to strengthen this.
17. Where 16- to 17-year-olds are at risk of homelessness, they are not always routinely offered section 20 accommodation, although their needs are well met. Senior leaders immediately made changes to the assessment process to ensure that care is offered as an option.
18. Private fostering arrangements are highly effective. Assessments identify children's needs well. Visits to children are commensurate with their level of need, and the voice of the child is strong and well represented in their records. Children are seen alone and away from their placement.
19. The response to monitoring children who are electively home educated is effective. In the last 12 months, the local authority has strengthened its response to monitoring pupils who are electively home educated. There is a clear approach to working with schools and families to ensure that parents are able to make informed decisions about whether or not to home educate and that the quality of education that each pupil receives is suitable. The local authority's 'Belonging Strategy' is designed to

ensure inclusion for all. The principles underpinning this have informed revised policies and procedures for children who are not in full-time education. Local authority staff have a clear picture of who these children are and the schools they come from. They are persistent in following up concerns and work effectively with other local authority teams and external agencies. As a result, there are now fewer pupils who are on part-time timetables.

The experiences and progress of children in care and care leavers are: outstanding

20. Children in care and care leavers receive outstanding interventions and care.
Family Solutions, which includes family group conferences, provides intensive and non-time-limited interventions to enable families to sustain changes. A highly effective and creative service 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. It is impressive that the local authority has successfully and safely diverted 42 young people aged 10 to 15 who were on the edge of care from care in the last 12 months, and has helped children to return home where 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.
21. Social work evidence to court is very detailed, providing a clear overview of assessments completed and the rationale for plans and recommendations. Family members are assessed as carers, with assessments completed to a high standard in a timely manner. Cafcass was very complimentary about the quality of court work. This is leading to swift legal permanence for children, which improves their life chances.
22. Care planning for children in care is thorough and highly effective. Children's care plans are very well written and provide clear and sensitive insights into children's experiences and how their needs will be met. Care planning meetings held regularly between children's reviews are a particularly strong area of practice and ensure that information is shared and that staff have a strong grip on children's progress and their plans. This makes a real difference to children's lives.
23. Children's looked after reviews are regular and permanence options are routinely considered at the second review. This results in timely permanence for children. Increased investment in the independent reviewing officer (IRO) service has resulted in reduced caseloads and has improved IROs' oversight of care planning, which ensures that children's plans progress. There is a particularly strong system to ensure timely permanence. IROs provide clarity about whether they endorse the

local authority plan, but review records are not always clear about timescales for implementing contingency plans to avoid drift and delay. IROs escalate any concerns to managers, but the effectiveness of this is insufficiently evidenced in recording and tracking systems.

24. Direct work with children in care is a real strength and area of excellence. Social workers know their children well and clearly articulate the child's needs and plans. Children are seen regularly and encouraged to participate in care planning meetings and reviews wherever possible. Children's views are recorded well, and the lived experiences of even very young children are captured in the records. Children are helped to understand their rights, and have access to advocacy where required. Children's and care leavers' achievements are celebrated. Senior leaders are ambitious for their future. VOICE is an active child in care council, which ensures that the views of young people are heard. Senior leaders have been responsive to the input of care leavers and children in care. For example, they have developed the care leaver lounge, which provides a safe place to meet, mentoring support and 'Leavers Lounge' events. Events include well-being sessions, music club, financial advice and pamper sessions.
25. Since the last inspection, the responses when children go missing from care or home have improved significantly. Children are safeguarded effectively. Return home interviews occur and inform future safety planning. Practitioners take time to explore with children why they run away and take proportionate and appropriate follow-up action to prevent further incidents. As a consequence, the number of repeat missing episodes has reduced.
26. Unaccompanied asylum-seeking children receive very sensitive and effective responses to their needs. They are well supported, and their needs are understood. For example, most children are deliberately placed out of the area, with good care planning and visiting to ensure that their cultural and community inclusion needs are met. Meaningful and regular visits by social workers mean that the children remain connected to the local authority.
27. A very strong focus on promoting and sustaining the health needs of children in care results in their health needs being very well met and tracked through care planning meetings, plans and reviews. There is a particularly strong focus on the emotional and mental health needs of children and young people. Child and adolescent mental health workers are accessible, providing guidance to carers and workers on how best to meet children's emotional needs and improve their well-being. When additional support is required, children in care have access to highly responsive services, both in-house and through individually commissioned services. Strength and difficulties questionnaires are completed for some children, but are not utilised beyond a score in plans

and reviews. This is a missed opportunity to understand children's emotional needs even better.

28. There have been significant developments to the virtual school in the last 18 months. This has resulted in clear improvements. The restructured team, which is led effectively by the virtual school headteacher, provides both support and challenge for school leaders. Schools speak positively about the quality of training received. This has resulted in improved consistency in the timeliness and quality of personal education plans. However, some targets are not yet specific enough to help pupils make strong progress. Outcomes are broadly similar to those seen for children in care nationally. Children have access to a range of fun activities outside school, such as horse riding, membership of youth groups and participation in sport.
29. Stability and permanence for children are a real strength. Careful consideration is given to matching children to the appropriate carers. Children are supported to remain in long-term placements that meet their needs well. Children will only move when it is in line with care planning and in their best interests. Wherever possible, brothers and sisters remain together, and safe and regular contact with family members is facilitated.
30. Permanence is considered through reviews, and regular and detailed dialogue takes place with carers and children through visits and regular care planning meetings. Children in long-term foster placements are formally matched so they have security in their long-term placement with carers. Children who are placed out of area receive regular and purposeful contact and visits from their social worker. Social workers communicate and engage well with care staff in residential care to ensure that placements meet children's needs to a high standard.
31. Connected carers are well supported, and there is very good engagement between the children's social worker and the foster carers' social worker. Children are supported to stay with family carers, and permanence options via special guardianship orders (SGOs) are considered. For a very small number of children, there is a delay in progressing the final SGO plans. These children are not affected by this, as they are placed with the family carer, but it does result in delay in securing confirmation of permanence.
32. Life-story work is a strength and area of exceptional practice. It is not seen as a 'one off' piece of work, but is continually revisited throughout a child's life and at key developmental stages. Dedicated and appropriately trained therapeutic practitioners work directly with some children. They provide training to benchmark 'what good looks like'. They also run weekly clinics to support social workers to increase their confidence in helping children to understand and capture their memories

and journey. Memory boxes are routinely collated by foster carers, which ensures photos are collected to capture important events and people for children in care. Life-story work is collated to help babies and young children to understand how and why decisions were taken. Effective direct work with older children helps them to understand why they are in care and to plan for their futures.

33. A positive change to in-house marketing is ensuring active recruitment is taking place for both foster and adoptive carers. Assessments of foster carers are timely, detailed and analytical. The preparation and training of prospective foster carers is thorough and enables them to have an insightful understanding of the complexities surrounding the fostering task. The fostering panel is appropriately challenging and highly effective, providing a strong quality assurance function. The agency decision-maker makes reasoned decisions, with clear qualifying determinations.
34. Children are considered for adoption at the earliest opportunity and receive timely permanence through adoption. Adoption assessments are timely, concise and analytical. They give an accurate reflection of adopters' strengths and vulnerabilities, enabling effective matching to take place. Fostering for adoption approval for early permanence placements is included in pre-approval training and, if considered, is fully explored in assessments. The adoption panel works effectively and promotes safe, secure and stable placements.
35. Care leavers benefit from stable and enduring relationships with their personal advisers. Personal advisers know their young people very well and are fully engaged in planning for young people's move to independence. Young people are seen regularly and in accordance with need. They told inspectors that their personal advisers were highly responsive and supportive. High but realistic aspirations for care leavers result in growing confidence among young people. Care leavers continue to be actively supported beyond 21 years of age where needed.
36. Pathway plans are completed with young people and their views are incorporated and influence planning. The disabilities transition worker has developed a new format which is more accessible, but the impact of this cannot be evaluated as it has not yet been rolled out. Most care leavers have copies of key documents, including the local offer, so that they are supported to understand their rights and entitlements. Not all young people have copies of their health information to help them understand their health history.
37. Young people receive support to access employment, education and training that maximise their work opportunities. Care leavers benefit from additional group activities that develop their skills and provide social

opportunities, such as a residential driving course. A range of accommodation is available, and the local authority actively seeks feedback from young people about the quality of this. Care leavers, including disabled young people, benefit from staying put and the continuity of care this offers them into adulthood.

The impact of leaders on social work practice with children and families is: outstanding

38. Senior leaders have a clear and transformative vision for services to sustainably improve the lives of vulnerable children and their families in Telford and Wrekin. Members and senior officers work together successfully to deliver this ambitious agenda to improve services, which has been implemented and embedded by committed and skilled social workers and managers. More mature and creative approaches are being generated at all levels to work effectively with families and improve children's life chances and outcomes.
39. Leaders are having a very positive impact across the service. Strategic planning is exceptional. A strong focus on building resilience through programmes based on community assets ensures that resources are effectively targeted to where they are needed most. As a result, the local authority is future-proofing sustainable services to support children and families to give them better life chances.
40. Strong corporate commitment to prioritising children's social care has enabled the service to develop and improve. Senior leaders understand the strengths and priorities, holding officers to account. Leaders, managers and social workers take corporate parenting very seriously and are highly ambitious for children in care and care leavers. Children in care and care leavers are cared for and they are cared about. Children in care and care leavers receive an outstanding service, supported by strong fostering and adoption services and a virtual school that advocates strongly for children.
41. The senior management team and frontline managers are highly visible and effective, and this has created strong foundations to develop and sustain good social work practice. This is making a significant difference to the lives of children and their families in Telford and Wrekin. Social workers and other support staff are valued and invested in as the most precious resource for vulnerable children and families. This is paying dividends, meaning that social workers are very well supported to work with families to achieve positive change. Staff value the co-productive management approach to problemsolving and professional autonomy within a practice structure supported by a clear practice model.

42. A real strength is that social workers and other support staff benefit from a very strong learning culture. Examples include reflective group supervision, learning from external associates with expertise, investment in a range of quality training and development and building expert capacity within teams. Senior leaders know that their recently strengthened approach to audit needs to be further embedded to ensure consistency. Audits are beginning to include managers and social workers at all levels, which offers an additional learning opportunity to reflect on and improve practice. The social work practice model is well embedded, enabling a strength and relationship-based culture of practice that is benefiting children and families.
43. The sufficiency strategy provides clear analysis, which enables the service to plan effectively for future demands and is aligned with other strategies to support children and families. A range of interventions have been developed to strengthen services and respond to changing demand. Services support young people effectively and enable parents to improve their parenting and the lives of children. These include Strengthening Families, Family Solutions, the CATE team, family group conferences, and a range of commissioned services, including community assets such as a company set up by two care leavers to train and mentor children in care and care leavers and the Telford after-care team (a community-interest company run by ex-service users).
44. Children and young people are listened to both individually in relation to their unique lives and also to influence and improve services. A range of consultation has taken place with children to inform service development and understand their experience of the service. It is a strength that safeguarding work is informed by more than 40 children's safeguarding boards, run in schools with children across the borough, together with an annual children and families conference to ensure that children's voices are represented. Both the children in care and care leavers council meet regularly and their views have a clear influence on improving services.
45. Leaders and managers know their service well, based on improved performance management information. Areas for development identified in this inspection were already well understood by leaders and built into improvement plans. During this inspection, leaders offered a forensic level of reflection on findings. This stimulated new ideas, which they immediately put into practice as actions to further improve the service.
46. Senior managers have reflected on the need to improve recording of management decisions and acknowledged that improvements are needed in recording management discussions by frontline managers. For a very small number of children experiencing long-term chronic neglect, management checks and balances at key decision-making points need to be strengthened to ensure that oversight and decision-making for these children are robust and clearly recorded.

47. Children benefit from a stable social work workforce, which is highly committed and experienced. Despite this, the local authority continues to strengthen its ability to retain and attract social workers with the implementation of a new career progression and pay structure for social workers. Most staff have manageable workloads, which enables them to do meaningful social work with children. Social workers benefit from one-to-one supervision, which is further enhanced by regular group supervision, focused on a particular case and based on the local authority's systemic practice model. Social workers and other support staff are exceptionally well trained. They access a wide range of development opportunities, which improves their expertise and confidence. Skill capacity is further enhanced by training social workers to train others in specific areas and build capacity and expertise within teams.



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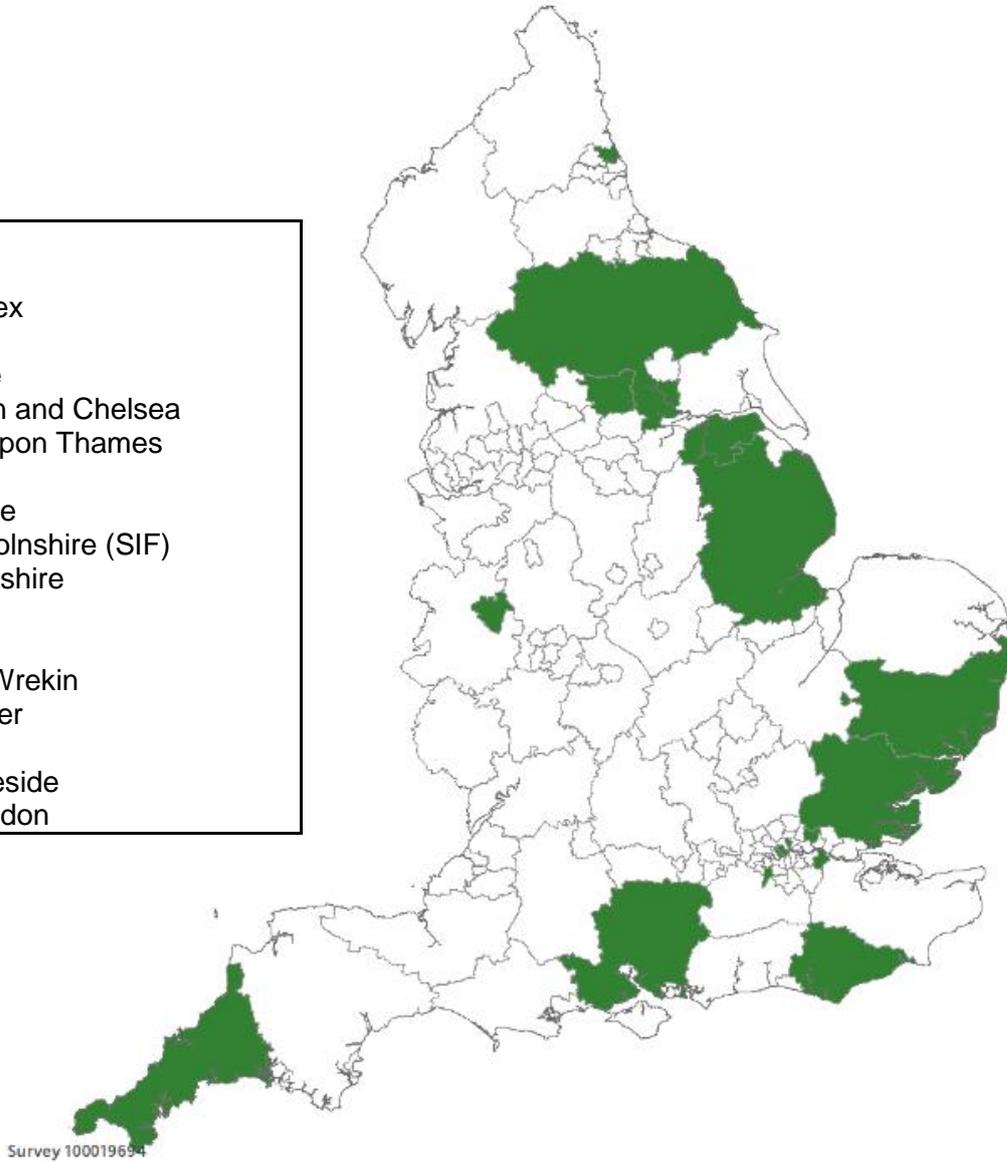
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Local authorities achieving Ofsted 'outstanding' judgement

- Bexley
- Cornwall
- East Sussex
- Essex
- Hampshire
- Kensington and Chelsea
- Kingston upon Thames
- Leeds
- Lincolnshire
- North Lincolnshire (SIF)
- North Yorkshire
- Redbridge
- Suffolk
- Telford & Wrekin
- Westminster
- Islington
- North Tyneside
- City of London



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TELFORD & WREKIN COUNCIL

CABINET – 09 JULY 2020

OUTSTANDING SHARED LIVES SERVICE – THE OUTCOME OF THE CARE QUALITY COMMISSION (CQC) INSPECTION OF THE LOCAL AUTHORITY SHARED LIVES SERVICE

REPORT OF SARAH DILLON, DIRECTOR OF ADULT SOCIAL CARE

LEAD CABINET MEMBER – CLLR. ANDY BURFORD

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1 On 22 January 2020 the Care Quality Commission (CQC) published its inspection report for Telford & Wrekin Shared Lives Service. The outcome of the inspection was that the service assessed as 'OUTSTANDING'.

1.2 The purpose of this report is to present the findings from the CQC inspection and to present an overview of the potential areas of future development for the Shared Lives Service. A copy of the inspection report can be found in Appendix 1.

2. RECOMMENDATIONS

That Cabinet:

- 2.1 Notes the content of the report;
- 2.2 Supports and promotes the Outstanding Shared Lives Service and in particular the high quality of care provided by our Shared Lives Carers that support our residents.
- 2.3 Supports the Shared Lives Service to continue to develop as outlined in Section B, 5.4 to support more people in Telford and Wrekin.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	- Protect Care and Support our Most Vulnerable Children and Adults - Securing the Best Possible Start in Life for Young People
	Will the proposals impact on specific groups of people?	
	Yes	Recognition of the overall quality of the Shared Lives service and the rating of Outstanding will promote the service as a quality alternative to traditional care and support provision. Which will mainly impact on adults and young people with care and support needs.
TARGET COMPLETION/DELIVERY DATE	The service review will be completed by December 2020.	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<p>Shared Lives is part of the Council's My Options service offer. It currently costs in the region of £200k to operate the service and this cost is in addition to the cost of payments to the Shared Lives Carers which is funded by Adult Social Care and Children's Safeguarding. The costs of this type of placement are low compared to other more traditional care and support so represent good value for money both in terms of costs and outcomes.</p> <p>The opportunities described in 5.4 below could potentially see better use of resources in long and short term.</p> <p style="text-align: right;"><i>TAS 28.02.2020</i></p>
LEGAL ISSUES	Yes/No	<p>The Council's in house care and support provider service, My Options, has a number of Care Quality Commission regulated services, one of those being Shared Lives.</p> <p>Regulated activities are defined by Section 8 of the Health and Social Care Act 2008 as those involved with or connected with the provision of health or social care.</p> <p>Under Section 60 of the 2008 Act 2008 the Care Quality Commission may for the purpose of its regulatory functions carry out inspections of regulated activities.</p> <p style="text-align: right;"><i>KF 02.03.2020</i></p>
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	N/A
IMPACT ON SPECIFIC WARDS	No	The action plan will have a borough-wide impact

PART B) – ADDITIONAL INFORMATION

1. Background

- 1.1. The Council is committed to creating a better Borough for its residents and businesses in areas such as improving employment, skills and people's health, ensuring our local health services respond to the needs of our Borough's facilities and boosting tourism. Our ambition is to be the place of enterprise, innovation and partnership.
- 1.2. The Council's Protect Care & Invest Programme priorities include to "Protect and support our most vulnerable children and adults". In Adult Social Care our approach is built on 'promoting independence' to enable adults to live as independently as possible. We want to do all that we can to support people to live in their communities. The Shared Lives service is a key service that supports this approach.

2. Telford & Wrekin Shared Lives Service

- 2.1. Shared Lives is part of the Telford & Wrekin Council My Options Services. It provides an alternative approach to care and supported accommodation, enabling people to live more independently.
- 2.2. The scheme works by placing people who need support to live independently with a Shared Lives Carer. Individuals are carefully matched with an approved carer. The carer welcomes them into their home and helps them with independent living skills so they can achieve their aspirations.
- 2.3. Shared Lives supports individuals with different needs, whether in a long term arrangement or for short term and respite care. For example they may have learning or physical disabilities, they may be older people who are frail, leaving hospital or living with dementia, they may have mental health problems or they may be care leavers.
- 2.4. The registered Shared Lives Carers are paid for the care and support they provide. They have a variety of backgrounds and living arrangements but they all have a desire to make a difference to individual's lives.
- 2.5. The small team, who actively support Shared Lives individuals and carers, is currently comprised of a registered manager (shared with another service), one senior worker and two co-ordinators. Albeit small, they have a wealth of skills and experience and a variety of backgrounds (ranging from residential care, mental health, acute care and community services). This enables them to give tailored support to the Shared Lives Carers, ensuring any challenges are overcome and placements remain stable.
- 2.6. At end of February 2020, 77 Shared Lives Carers were supporting 117 individuals:
 - 72.4%, are in long term placements, with 19.4% in respite and 8.2% in day opportunity placements.
 - 109 individuals are supported and funded by Telford & Wrekin Adult Social Care.

- 74% of the individuals supported through Shared Lives have learning difficulties.

Adam's Story

Adam became involved with Shared Lives when he was 48 years old. Adam had previously been married, owned his own home and had a full time job. His marriage break up led to his first hospital admission under the Mental Health Act and for a number of years this was an ongoing occurrence.

After his last hospital admission Adam was discharged into supported accommodation with a 2 year move on date. Adam found that there was not enough consistent support with this scheme and it led to him drinking and his mental health fluctuating.

At the end of the 2 year supported accommodation the mental health team approached Shared Lives to look at the possibility of accommodation and he moved in with Mitch. Mitch was in his 50's and had 2 other gentleman living with him and was a busy household.

The first 6 months were hard for Adam and Mitch to adjust. Adam found it hard to have a relationship with one of the other people living there. Now they will tell you they are the best of friends, even though they both have a penchant for bad jokes which make you groan.

Adam has benefitted from having the support there when he has needed it, he has been able to talk to Mitch when he has had anxieties and has slowly worked on reducing his alcohol intake. Mitch has worked alongside Adam to alleviate anxieties around going out in the community and has helped him to become more confident. Adam has slowly developed a routine of regular showering and changing his clothes and has even expressed a desire to go clothes shopping.

Adam has built up strong relationships with his parents again and they have been proud of him for the progress that he has made.

Adam has had opportunities to live with other males which has **helped him to form friendships** and he has had people that he can talk to about his anxieties.

Adam now has his own tenancy and is no longer heavily involved with the mental health team, he is able to still stay with Mitch if needed **and is involved in social events** that he has never done before.

Since then, Adam has attended a charity fish and chip supper with over 100 people, this would have been an event that he would have avoided previously due to not feeling safe in crowds and becoming anxious if away from his house for too long. Adam has also gone with Mitch to the jungle in Calais to deliver a caravan and supplies for refugees which he says he feels honoured to have been involved in.



3. The Inspection Process

- 3.1. The Care Quality Commission (CQC) are the independent regulator of health and social care in England. Their purpose is to ensure health and social care services provide people with safe, effective, compassionate, high-quality care, they also encourage care services to improve.

3.2. As part of their regulatory role the CQC:

- Register care providers;
- Monitor, inspect and rate services;
- Take action to protect people who use services; and
- Speak with an independent voice, publishing views on major quality issues in health and social care.

3.3. CQC inspect all regulated health and social care services, placing a focus on the things that matter to people using the services. They inspect against five key questions:

- **Is the service safe?** Safe - are people using services protected from abuse and avoidable harm?
- **Is the service effective?** Effective - does the care, treatment and support provided achieve good outcomes, help maintain quality of life and is based on the best available evidence.
- **Is the service caring?** Caring - do the staff involved treat people using the service with compassion, kindness, dignity and respect?
- **Is the service responsive to people's needs?** Responsive - are services organised so that they meet people using the service needs.
- **Is the Service well-led?** Well-led - does the leadership, management and governance of the organisation make sure it's providing high-quality care that's based around individual needs, that it encourages learning and innovation, and that it promotes an open and fair culture?

Each of the five key questions are then broken down into a further set of questions, 'key lines of enquiry' (KLOE's). Services are then inspected and rated against each KLOE.

3.4. As a result of an inspection CQC then award Health and Social Care Services one of the following overall ratings:

- Outstanding,
- Good,
- Requires improvement, or
- Inadequate.

3.5. CQC use a systematic approach to service inspection, depending on type of service, providers can be given 48 hours' notice of inspection or there can be an unannounced visit. Prior to the inspection providers are asked to complete a provider information return (PIR) to provide key information about the service.

3.6. An inspection team, which includes experts by experience, then look to review a range of data, including local information, the service care records, policies and procedures. The inspection team will also gather information from speaking directly with people who use services, their families, carers, staff and other professionals who are associated with the service. They also liaise with wider organisations who may have knowledge of the service such as Health Watch, this along with the inspection team's findings informs the inspection and subsequent rating.

4. The CQC Inspection of Telford & Wrekin's Shared Lives Scheme

4.1. In June 2017, the CQC inspected Telford & Wrekin's Shared Lives Service and the service was rated GOOD in all 5 areas, with an overall rating of GOOD.

4.2. The recent inspection of Telford & Wrekin's Shared Lives service took place between 5th and 6th December 2019 and the report was published on 22nd January

2020. The outcome of the inspection was that the Council's Shared Lives service was assessed as having an overall rating of 'OUTSTANDING'.

4.3. Of the five Key Lines of Enquiry (KLOE), four judgement areas were rated outstanding. These are:

- 'Is the service effective',
- 'Is the service caring',
- 'Is the service responsive', and
- 'Is the service well led'.

The fifth area, 'is the service safe', was rated as good.

4.4. The service is one of only 5% of Shared Lives Schemes across England¹ with an overall rating of OUTSTANDING, with many other schemes only achieving this judgement against two of the assessed KLOE's.

4.5. The inspection report highlights the positive work the service, and its staff do. Please refer to Appendix A for a copy of the full report. Some key messages report includes:

- **"People were supported to have maximum choice and control** of their lives and staff supported them in the least restrictive way possible and in their best interests"
- **"People truly felt involved** in the care and support they received which was personal and individual to them."
- Shared lives staff and carers **"made arrangements for people to engage in social activities, education and work, which were innovative and met people's individual needs."**
- **"Strong organisational commitment** to achieving positive outcomes for people. Staff members were encouraged to **think beyond the obvious** with people in terms of how they supported them."

Inspection report case study:

"One person had expressed severe anxiety related to certain activities. The provider looked at this and identified the positives. They identified an environment which was quiet and in a rural location which minimised distractions. The person was then able to concentrate on what they could do rather than be distracted by things outside of their control."

Inspection report family feedback:

"One relative said, "I would recommend these carers to anyone as they are so efficient. I don't know how they could make things better because they are already good."

- **"People were supported to identify and take reasonable risks** - for example on person told the inspector how before receiving support from Telford and Wrekin Shared Lives service they had been stopped from doing certain things because a previous care provider thought it was too risky. However, since moving in with their Shared Lives carer they had expanded their experiences and opportunities, taking risks they believed others in the community could."

¹ Shared Lives in England Annual Report 2017-2018

- “People were assisted by a **well-trained and highly motivated staff** team who felt supported by the provider and the management team.”
- The report highlighted the additional training provided for Shared Lives carers, such as exploitation, and links with health care training and professionals which enabled shared lives carers to recognise health and wellbeing concerns and direct the person they were supporting to appropriate information, advice and support.

Inspection report case study:

“One person described how they used to live. They told us they felt restricted and not able to do the things they wanted. They felt excluded from "normal life" and this led to feelings of depression and social isolation.

Since moving to Telford and Wrekin Shared Lives their life experiences have exceeded their expectations. They never believed they could be part of a family of valued as an individual. They believed experiences in life were for other people and didn't believe they deserved such opportunities. They went on to describe their life now with a shared life carer.

They outlined what they have achieved, the new experiences they have taken part in and how their life is now "joyful."

5. Summary and Next Steps

- 5.1. The CQC have found in their inspection and assessment that Telford & Wrekin’s Shared Lives service is OUTSTANDING. That the adults and young people, including care leavers, supported by the service benefit from the high quality flexible support they receive, that in turn enables them to live as full a life as possible and achieve the best possible outcomes.
- 5.2. The report recognised that there was strong organisational commitment to achieving positive outcomes for people and that the management team had systems in place to drive good standards of care and drive improvements and opportunities to develop the service.
- 5.3. CQC reports (other than those rating services as requires improvement or inadequate) do not identify specific service improvements or developments. We are, however, now looking to explore further development opportunities for the Shared Lives Service to “support vulnerable adults and young people within Telford & Wrekin to achieve positive outcomes”.
- 5.4. We are currently undertaking a service review to identify the next developments. Initial development opportunities include:
 - Planning a promotional campaign - to widen knowledge of Shared Lives and recruit new Shared Lives carers.
 - Extend the home from hospital pilot - this offers Shared Lives support to people who are ready to leave hospital, but unable to return home.

- Building on the successful work with Children's Services, including the recent nationally recognised work supporting Care Leavers.
- Extend Shared Lives day support offer, as an alternative to traditional day services.
- Revisit opportunities to pilot Shared Lives Plus - a Homeshare Initiative which looks to bring together people requiring support who have a spare room with people who are happy to offer support in return for affordable accommodation.

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