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Telford & Wrekin
Co-operative Council

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Borough of Telford and Wrekin

Business and Finance Scrutiny Committee

Tuesday 9 January 2024

6.00 pm

Quaker Room, Meeting Point House, Southwater Square,
Telford, TF3 4HS

Democratic Services: Sam Yarnall 01952 382193

Media Enquiries: Corporate Communications 01952 382406

Committee Members: Councillors C R Turley (Chair), Z Hannington (Vice-Chair),
A J Burford, F Doran, G Luter, S Syrda and P Thomas

	Agenda	Page
1.0	Apologies for Absence	
2.0	Declarations of Interest	
3.0	Minutes of the Previous Meeting	3 - 6
4.0	Consultation on the Medium Term Financial Strategy 2024/25 to 2027/28	7 - 164
	To consider the draft budget proposals agreed by Cabinet on 4 January 2024, to consider any alternative budget proposals put forward and to agree items for further scrutiny.	
5.0	Work Programme Review	165 - 170
	To review the updated Work Programme for the Business and Finance Scrutiny Committee.	

6.0 Chair's Update

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BUSINESS AND FINANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Business and Finance Scrutiny Committee held on Wednesday 15 November 2023 at 6.00 pm in E201, Telford College, Haybridge Road, Wellington, Telford, TF1 2NP

Present: Councillors C R Turley (Chair), A J Burford, G Luter and P Thomas

Also Present: Councillor N A M England (Cabinet Member: Finance, Customer Services and Governance)

In Attendance: J Dunn (Director: Investment & Prosperity), D Toy (Service Delivery Manager: Regeneration & Investment) R Phillips (Service Delivery Manager (Legal & Democracy) and S Yarnall (Democracy Officer (Scrutiny))

Apologies: Councillor Z Hannington and F Doran

BFSC7 Declarations of Interest

None.

BFSC8 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting 20 June 2023 be confirmed and signed by the Chair.

BFSC9 Telford Land Deal and Growth Fund

The Regeneration & Investment Service Delivery Manager and the Director: Investment & Prosperity presented the Telford Land Deal & Growth Fund to the Committee. The presentation summarised the reports that were presented to the Cabinet in October 2023 and provided an update/overview of the work that had been previously completed.

The Telford Land Deal was a 10 year Partnership between the Council, Homes England and the Marches Local Enterprise Partnership (LEP). Members were informed that the Council were responsible for bringing Homes England land interests to the market. The LEP and Council received £19m from the Local Growth Fund to support their work with the objectives being 2,800 homes, 8,500 jobs and 300,000sq.m. of commercial floor space as well as acceleration of site disposal and inward investment.



The headline achievements from 2015/2016 to 2023/24 were summarised with a forecasted gross sale income of c.£12.2m. It was predicted that there would be a delivery of c.260 jobs and 48 new homes.

In relation to the Growth Fund, between the period 2016/17 to 2022/23 £79.4m had been delivered into the investment fund with an estimated ongoing gross return of 6.47%. Linked to this was long term lettings with a term of between 8-15 years and 1445 jobs delivered/safeguarded.

The benefits to the Council were highlighted to Members. These included the ability to react quickly to the market, capitalisation on investment demand. It also provided a unique package for investors and supported income for delivering Council services. The presentation highlighted achievements for both the Land Deal and the Growth Fund respectively including a discussion on site developments, including the development of Station Quarter.

Following the presentation, Members had the following questions.

The 2,800 total number of homes as part of the Land Deal, were these delivered by the Council or other developers?

They were delivered by both the Council and third party developers.

In 2015/16 the number of homes delivered were 800, is it correct that within six years that another 1000 homes would need to be delivered?

The Director: Investment & Prosperity confirmed to Members that these were the target figures and that they would largely be private housing with some being NuPlace housing.

With 50% of homes being classed as affordable, would this definition include social housing?

Members were informed that the definition of affordable housing included social housing and that these included both units developed under s106 monies and Homes England grant funded houses.

Were the industrial units developed as part of the Growth Fund due to be leased or were they currently leased?

The units would be leased as part of the investment portfolio to allow for profit sharing.

With the Land Deal being scheduled to be completed by 2026, what would the sustained benefits be post-2026?



Members were informed that that Land Deal had a two year run off period and the benefits post-2026 would be focussed on growth of the fund as well as the schemes that had been developed.

How had environmental sustainability measures like solar panels and electric charging points been utilised for developers to keep at cost?

As part of the consultation for the new local plan the inclusion of energy efficiency measures were recognised and that there was a National push from the Government to include these measures as part of future developments. NuPlace home developments included EV charging points and solar panels, a development in Donnington was given to Members as an example as a scheme to examine for the energy usage within those homes.

BFSC10 Work Programme Review

The Democracy Officer (Scrutiny) presented the updated work programme to Members. The Committee were informed that there were no substantial changes to the work programme since the last update and any further changes would be communicated to Members. Upcoming items were highlighted and included the annual Budget review.

BFSC11 Chair's Update

The Chair informed the committee that the next meeting was scheduled for the 7 December 2023.

The meeting ended at 6.34 pm

Chairman:

Date: Tuesday 9 January 2024

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Telford & Wrekin
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Borough of Telford and Wrekin

Business and Finance Scrutiny Committee

9 January 2024

Medium Term Financial Strategy 2024/25- 2027/28

Cabinet Member:	Cllr Nathan England - Cabinet Member: Finance, Customer Services & Governance
Lead Director:	Michelle Brockway - Interim Director: Finance & Human Resources.
Service Area:	Finance & Human Resources
Report Author:	Michelle Brockway - Interim Director: Finance & Human Resources.
Officer Contact	
Details:	Tel: 01952 383100 Email: michelle.brockway@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	Yes – 8 November 2023
Report considered by:	SMT – 5 December 2023 Business Briefing – 14 December 2023 Cabinet – 4 January 2024

1.0 Recommendations for decision/noting:

It is recommended that Cabinet Members approve:

- 1.1 The proposed revised Medium Term Financial Strategy (MTFS) set out in this report for consultation between 5 January 2024 and 4 February 2024 including a council tax increase for 2024/25 of 4.99% which will be fully

invested in the provision of social care services for the most vulnerable members of our community.

1.1.1 Delegation of authority to the Director: Finance & Human Resources, in consultation with the Leader or relevant Cabinet Member to allocate funding from the £20m Capital projects fund referred to in paragraph 4.6 of the report.

1.2 Members are asked to note:

1.2.1 The unprecedented financial pressures being faced by local authorities across the country and the high level of uncertainty relating to the medium-term financial outlook for Telford & Wrekin Council due to:

- The escalating costs of, and demand for, many Council services but particularly Adult Social Care and safeguarding vulnerable children,
- National and international economic pressures resulting in an extremely challenging financial outlook for U.K. public services,
- The Government's one-year provisional local government finance settlement not extending beyond the end of March 2025,
- The impact of the significant potential changes to the local government finance system which have now been discussed by the Government for many years remain a major uncertainty. As does the potential impact of Adult Social Care funding reforms which have been delayed until October 2025.

1.2.2 That this high level of uncertainty requires the Council to retain flexibility by limiting new ongoing investments to our highest priorities whilst identifying significant ongoing additional budget savings to ensure a balanced budget for next year and over the medium-term.

2.0 Purpose of Report

2.1 To provide an update on the medium-term financial outlook, including key uncertainties and financial pressures and to set out proposals for consultation during the period 5 January 2024 and 4 February 2024. Consultation activities will include holding sessions with key stakeholders including the Voluntary and Community sectors, Town and Parish Councils, businesses, and the Council's cross-party Business & Finance Scrutiny Committee, issuing media releases and seeking views from residents through our website.

2.2 After considering the outcomes from consultation, a further report will be considered at Cabinet on 15 February 2024 at which recommendations will be made for consideration at full Council on 29 February 2024 when the budget for 2024/25 will be finalised and the level of council tax for 2024/25 set, all within the context of a four-year MTFS to ensure that the Council's medium-term financial position remains sustainable and robust.

3.0 Background

- 3.1 The current MTFFS, which covered the 4-year period to 2026/27, was approved at full Council on 2 March 2023. This included the 2023/24 revenue budget and medium-term capital programme.
- 3.2 Since this time, many councils have reported significant pressures in their financial monitoring reports arising from increases in demand for key services and higher costs particularly for provision of social care. Telford & Wrekin Council is also facing very significant budget challenges arising from increasing costs and increasing demand for services. However, Telford & Wrekin Council has a long track record of sound financial management and has demonstrated an ability to take the robust decisions needed to ensure long-term financial sustainability – although this necessitates difficult choices relating to further cuts to staffing necessitating redundancies, reductions to some services, reviewing fees and charges and the level of council tax increase.
- 3.3 The Financial Monitoring Report for 2023/24 also on this agenda provides the latest projections in relation to the outturn position for the current year. Most, if not all, of the pressures we face in the current year are of an ongoing nature and are likely to increase in future years.
- 3.4 The Government's budget announcement in November 2022 resulted in increased taxes and cuts to public spending being made. This set the framework within which DLUHC set its one-year provisional funding settlement for local government for 2023/24 which was announced on 19 December 2022. The Autumn Statement announced by the Chancellor of the Exchequer on 22 November 2023 was extremely disappointing for local government with no recognition of the extreme challenges being faced by councils after more than a decade of austerity, in particular for those with responsibility for social care services.
- 3.5 The very tight national government funding position, the rate of inflation which remains high, significant cost of living pressures facing our residents and higher interest rates together with major uncertainties over the future economic outlook and over when and what changes will finally be made to the local government finance system create the context within which we must now consider our MTFFS proposals. Given the high levels of uncertainty, the one-year settlement provided by the Government, the Council is proposing setting a detailed budget for 2024/25 only but within the context of a four-year MTFFS.
- 3.6 Despite the exceptional level of uncertainty, as a large complex organisation delivering many essential services to our community, we need to plan over a medium-term period. This is particularly the case for large capital projects which may take more than one year to complete. Therefore, this report sets out a MTFFS covering the period 2024/25 to 2027/28. However, due to the high levels of uncertainty and the provisional one-year settlement from

Government, projections beyond next year are indicative and will be regularly updated as further information becomes available.

4.0 Summary of main proposals

4.1 The Council has a long track record of sustained strong and effective financial management and has demonstrated a willingness to take difficult decisions when required. Despite having to deliver £156.9m of ongoing annual budget savings by the end of the current financial year since the start of the Government's austerity programme, the Council has continued to manage its budget effectively.

4.2 However, due to the current high levels of financial pressure arising from the increased demand for and cost of both Adult Social Care and Children's Safeguarding services and the uncertainty facing the Council, this report recommends a council tax increase of 4.99%. All of the funding raised through the council tax increase will be invested in the provision of Social Care services for the most vulnerable children and adults in our community. In 2023/24, Telford & Wrekin Council has the lowest level of council tax for the services that this council provides in both the West and East Midlands and one of the lowest levels of council tax out of all English shire unitary authorities. Council tax comparisons are included in Appendices 1 and 2. At Band D (the national comparator) council tax in Telford and Wrekin for the services that we provide is £588.96 less pa than in Nottingham. Council tax in the Midlands is, on average, 18.9% higher than in Telford & Wrekin (£276.24pa more at Band D for the services that this Council is responsible for). Even after the proposed council tax increase which will cost the average resident (Band B property) £1.09 per week, it is likely that the Council will still have the lowest council tax in the Midlands for the services that it provides. The increase in the total bill for each household will be affected by the decisions of the Police & Crime Commissioner, The Fire Authority and individual town and parish councils.



4.3 As part of the proposed council tax increase, the Council will apply the Government's 2% Adult Social Care precept for next year. However, all of the funding generated from the total 4.99% council tax increase will be invested in the provision of social care services to support the most vulnerable people in our community. The council tax increase will raise £4.04m towards the £13.5m additional investment that is required into our Adult Social Care and Children's Safeguarding and Family Support services

next year with the additional investment required being funded through further budget savings including further reductions to staffing budgets.

- 4.4 As well as the £5.9m additional net ongoing investment into Adult Social Care, the MTFS also makes provision for additional net investment into children's safeguarding of £7.6m next year. The Council's net budget for Children's Safeguarding next year will be nearly £49m and for Adult Social Care the net budget will be over £68m giving a total commitment to these two key areas of over £117m. equivalent to over two thirds of the total net revenue base budget.
- 4.5 The scope for additional ongoing revenue investments next year is limited, as further investments in other priorities would require more budget savings to be identified. However, several pressure areas have been addressed during development of the MTFS to ensure that the proposed budget is robust and sustainable.
- 4.6 The proposed medium-term capital investment programme totals £420m and is set out in Appendix 13. This includes:
- Over £100m investment to expand Nuplace and Telford & Wrekin Homes providing further high-quality homes for local people to rent from a responsible and responsive landlord,
 - Over £65m to support further Growth Fund initiatives bringing new employment opportunities to the Borough,
 - A new £20m Capital projects fund to be allocated over the coming 4 years by the Cabinet to key community priorities with delegated authority to be granted to the Director: Finance & Human Resources in consultation with the Leader or relevant Cabinet Member to allocate funding to specific projects.
 - Over £31m for transport and Highways schemes,
 - Over £40m for education capital projects including investment in school expansion projects to increase pupil places
 - £9.7m for affordable and specialist housing programmes
 - Over £10.8m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper, disabled facility grants and temporary accommodation
 - £8.7m for a new swimming pool
 - £0.9m funding to progress development of "stalled sites"
 - Over £35m for Towns Fund projects
 - Over £37m for "Levelling-Up Fund" and Capital Regeneration Fund projects
 - Over £2.7m for Pride in Your High Street schemes
 - £1.17m for Environmental Improvements/ Enhancements and
 - £2.19m for Climate change initiatives to support work to reduce the Council's carbon footprint and partnering with government and others on other climate change projects.
- 4.7 Some of the investments highlighted above also generate a financial benefit, as well as fulfilling their primary purpose. For example, NuPlace which provides high quality homes for rent from a reliable landlord, mainly at market rent levels and has enabled brownfield sites to be brought back into

use and investment in the Property Investment Portfolio (PIP) to attract and retain jobs for local people and to provide other regeneration benefits for our residents. An ancillary consequence of both these investments is that it is anticipated they will bring long term capital growth which will strengthen the Council's balance sheet as well as generating revenue returns well in excess of the associated loan repayment charges. They will also bring other direct and indirect financial and other benefits to the residents of the Borough including additional income from council tax, business rates and new homes bonus which will be used to help front line services such as Adult Social Care, as well as protecting and creating jobs for local people.

- 4.8 However, of course, we cannot continue to deliver everything that we do currently in exactly the same ways as we have done previously and need to continue to make savings where we can. Since 2009/10 the Council has delivered savings totalling £156.9m, this report contains details of our approach to identifying savings opportunities and to consultation and engagement on these proposals so that we minimise their impacts as far as possible. The report also puts forward new proposals that will deliver ongoing savings, including from additional income, of £16.1m during 2024/25. Despite the significant budget savings that we have had to make, the Council is still a large organisation delivering many services to local people and it is essential that we use our remaining revenue and capital resources as effectively as possible to deliver the greatest possible benefit for local people. The Council has consistently said that it will continue to protect the most vulnerable in our society and prioritise the protection of services to vulnerable adults and children in our community. The Council is committed to ensuring that we always meet the assessed needs of vulnerable people as we make changes to services, we will always place priority on these essential services and will not let financial pressures mean that we fail to meet the assessed statutory needs of vulnerable residents.
- 4.9 The Council will retain specific reserves and provisions to make prudent provision for likely risks including insurance excesses, bad debts etc. £21.7m has been retained in the Budget Strategy Reserve and the General and Special Fund balances totalled £4.7m at the start of the current financial year. Further details of the reserves and provisions held by the Council are included at Appendix 6.
- 4.10 A consultation period on the proposals included in this report will run from 5 January 2024 through to 4 February 2024. The Business & Finance Scrutiny Committee will scrutinise the Administration's budget proposals and any alternative budget proposals put forward by any Opposition group. Cabinet will agree final recommendations to full Council at their meeting to be held on 15 February and final decisions on the budget and council tax for 2024/25 will be taken at full Council on 29 February 2024.

5.0 National Context.

- 5.1 When the coalition Government was formed in May 2010, they committed to eliminating the national budget deficit which required very significant cuts in public spending and a period of severe financial constraint for the Council commenced. Local authorities were particularly affected by funding cuts during this period because the Government protected many other areas of public spending – but not local government.
- 5.2 At the same time, Adult Social Care and Children’s Safeguarding services, in particular, but also other local government services have faced significant additional pressures e.g., from the increase in the number of older people needing access to social care services and specialist care. Telford & Wrekin is seeing particularly large increases in the number of older people linked to the development of the new town and young families moving to the area from the late 1960s onwards as Telford started to develop, increasing numbers of whom need support as they age.
- 5.3 In recent years, as the Government cut funding for local authorities, they assumed that councils would increase council tax by the maximum permitted up to the referendum limit, including the introduction of the Adult Social Care precept. This has seen a direct transfer of the responsibility for funding local government services from grants provided by central government to council taxpayers. As a Council with a comparatively low level of Council Tax (see appendices 1 and 2) and the majority of properties in Bands A and B a 1% Council Tax increase raises significantly less than in an area which has a high level of Council Tax and has a large proportion of properties in higher Council Tax bands.
- 5.4 The severe financial constraints applied by the Government to local authorities during the prolonged period of austerity has resulted in increasing numbers of councils in other parts of the country having to issue “section 114 notices” and take extreme measures to restore financial stability. Locally, in the face of increasing demands for key services at the same time as we have been subject to cuts in our funding from Government, the Council has exercised very active budget management and financial control by Cabinet Members and officers across the Council. The Council has demonstrated a consistently strong track record of sound financial management for over 15 years despite having to deliver £156.9m ongoing annual budget savings by the end of 2023/24.
- 5.5 CSR 2010 established the initial path of reductions to local government grant funding and introduced the Council Tax Freeze Grant and New Homes Bonus. CSR 2013 continued on this trajectory and introduced the Better Care Fund. CSR 2015 saw the scrapping of the Council Tax Freeze grant, and the introduction of referendum limits for Council Tax and the introduction of the Adult Social Care Precept.

- 5.6 In October 2021, as Chancellor of the Exchequer, Rishi Sunak MP, the Chancellor announced the Government's Autumn Budget and CSR2021 - the first multi-year spending review since 2015. CSR2021 set revenue and capital budgets for 2022/23 to 2024/25. This outlined the Government's revenue and capital spending plans for the three years 2022/23 – 2024/25 by setting budgets for each central government department.
- 5.7 CSR2021 assumed that councils would apply the maximum council tax increase allowable before a referendum is held and also made an assumption of continued growth in the tax base to reflect new properties being constructed.
- 5.8 The Government issued a budget announcement on 17 November 2022 which resulted in increased taxes and cuts to public spending being announced. This set the framework within which DLUHC set its one-year provisional funding settlement for local government for 2023/24 which was announced on 19 December 2022.
- 5.9 On 22 November 2023 the Chancellor announced the Autumn Statement which was extremely disappointing for local government with no recognition of the extreme challenges being faced by councils after more than a decade of austerity, in particular for those with responsibility for social care services.

6.0 Key Areas of Uncertainty

6.1 Reform of the Local Government Financial System

- 6.1.1 Significant changes were made to the local government finance system from 2013/14 including the localisation of a share of business rates, the replacement of the national Council Tax benefit scheme with local Council Tax Support schemes and the transfer of responsibility for Public Health services from the NHS to councils with the introduction of a ring-fenced Public Health Grant funded by the Department of Health and Social Care. This current local government finance system represented a significant transfer of risk from the Government to councils but also brought opportunities and incentives to encourage growth in local communities in line with the Government's national drive to increase the availability of housing and jobs. This Council is well placed to benefit from the current financial system with an attractive environment, good motorway connections and ready to go development sites. We have grasped the challenge to become a "Business Supporting, Business Winning" Council.
- 6.1.2 The funding outlook beyond next year is very uncertain. Radical changes were proposed by the Government to the local government finance system which were all due to come in to effect in April 2020. However, these changes were delayed by the Government with a revised target implementation date of April 2021. Progress stalled due to the pandemic and the proposed changes were deferred again. Following the Autumn Statement in November 2022 it became apparent that the changes would be delayed again. Whilst it is clear that the earliest that any major changes will

now be implemented is April 2025, there is currently no commitment to exactly what changes will be implemented or when this might happen which hampers longer-term financial planning for the local government sector.

6.1.3 The Government have again, for the sixth consecutive year, only provided a one-year provisional local government finance settlement. Combined with the uncertainty around what changes may be made to the local government finance system, it is very unlikely that the Council will have any real clarity on its funding for 2025/26 and later years until we receive our settlement in December 2024, less than 4 months before the start of the financial year which has now been the case for six years which clearly makes medium term financial planning exceptionally difficult. It is therefore essential that the Council maintains financial flexibility so that it is able to set a legal, balanced budget should the actual position be significantly different from the tentative projections included in this report for future years. The changes to the local government finance system that are being considered will potentially have very significant implications for the Council and could include:

- The “fair funding review” which will create a new formula to assess relative needs which will impact on the distribution of available resources between councils.
- Potential changes to the business rates system.
- The “reset of the local government finance system” which would see the benefits of all growth in business rates and council tax income since 2013/14 rebased across the country. This could see 100% of the growth that we have seen lost immediately or a lower percentage given up which could be phased over a number of years. Whilst we would lose the benefit from growth in our area, we would benefit from a share of the growth achieved in other parts of the country.
- The inclusion of data from the 2021 census to update the data from the 2011 census which is still currently in use. The impact of this on the Council will depend on how key data for settlement purposes (such as population) have changed compared to the national average.
- The future arrangements for the New Homes Bonus (NHB) scheme including whether any such scheme is available in future. The Government have again deferred the introduction of a new system and have rolled forward the approach used in 2023/24. However, a new system is expected to be introduced at some point in the future which could impact significantly on the Council as New Homes Bonus is a significant funding stream for the Council.

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

6.2 Other areas of uncertainty:

- It should be noted that a new comprehensive spending review will be carried out, probably during 2024 or 2025 following the next general election and that there is therefore no certainty over funding allocations beyond 2024/25.
- The rate of inflation continues to place pressure on Council budgets as do increased interest rates set by the Bank of England in order to reduce inflation rates. Higher interest rates and the high level of the Government's national budget deficit impact on the economy resulting in reduced construction of new homes and business premises and could result in a recession. This could impact on the generation of assumed capital receipt values and on Council budgets for local Council Tax support (if unemployment increases or household incomes fall) and the budgets for homelessness, housing benefit etc.
- The impact on commercial income from loss of business through external factors
- The levels of demand for key front-line services – particularly children's safeguarding and Adult Social Care services and whether the Government will make new additional and sustainable funding available for these services.
- The levels of pay awards from April 2024 and future years.
- The pension fund is subject to triennial re-valuations with the next valuation to be based on the position for assets and liabilities as at 31 March 2025. Any change to the employer's contribution rate will be effective from April 2026. The performance of the investments held by the Pension Fund and the assumptions used by the actuaries to assess the potential liabilities of the fund could have a significant impact on the Council's revenue budget.
- The significant number and value of appeals against rateable values yet to be considered by the Government's Valuation Office agency against the existing valuation list as well as new appeals that may be lodged against the updated valuations is a significant risk to the Council. The Council's budget includes allowance for potential appeals. However, successful appeals may be higher, or lower, than provided for. Successful appeals impact on the Council's budget by reducing the income from business rates and potentially making repayments if appeals are backdated.
- Projections of what the council's budget gap might be in 2025/26 and later years are therefore extremely difficult to make and have a very high degree of uncertainty. Projections are based on the Council's budget model which will be regularly refined and updated as and when additional information becomes available. It is however certain that the actual position will be different from the projections for 2024/25 and later years included in this report.

7.0 Autumn Budget Statement November 2023

7.1 On 22 November 2023, the Chancellor presented his 2023 Autumn Statement to the House of Commons, alongside the publication of the Office for Budget Responsibility's new set of Economic and Fiscal Outlook forecasts. The Autumn Statement responds to the Office for Budget Responsibility (OBR) forecasts and sets out the medium-term path for public finances.

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

- Planned departmental resource spending for the years beyond the current Spending Review period (2025/26 to 2028/29) will continue to grow at 1% a year on average in real terms, excluding the funding provided to local authorities in 2024-25 as part of the one-year Retail, Hospitality, and Leisure relief scheme.
- For 2024-25, the small business multiplier in England will be frozen for a fourth consecutive year at 49.9p, while the standard multiplier will be uprated by September CPI to 54.6p. 2.5. The current 75% relief for eligible Retail, Hospitality and Leisure (RHL) properties is being extended for 2024-25. Local Authorities will be fully compensated for the loss of income as a result of these business rates measures and will receive new burdens funding for administrative and IT costs.
- Local Housing Allowance rates in Great Britain will be raised to the 30th percentile of local market rents.
- DLUHC will bring forward plans for authorities to offer guaranteed accelerated decision dates for major developments in England in exchange for a fee, ensuring refunds are given where deadlines are not met and limiting use of extension of time agreements.

7.3 The OBR has warned that outside ringfenced areas, such as the NHS, defence and schools, spending for unprotected departments would need to fall by 2.3% a year in real terms from 2025-26 if the government maintained its current plans for funding public services.

7.4 The OBR highlighted that local authority spending had fallen from 7.4% to 5% of GDP from 2011 to now, and forecast this would fall further, to 4.6% by 2028-29.

7.5 In its response, the LGA said that "*the evidence of the financial strain on councils has been growing and it is hugely disappointing that today's Autumn Statement has failed to provide funding needed to protect the services the people in our communities rely on every day...we were disappointed by the lack of reference to children's services, funding for early years and support for pupils with Special Educational Needs and Disabilities (SEND)*" and that "*It is disappointing and concerning that the Autumn Statement provides no new investment for adult social care*"

7.6 Disappointingly, the Autumn Statement did not give any indication of when the local government finance settlement would be announced or when the next Comprehensive Spending Review would be undertaken.

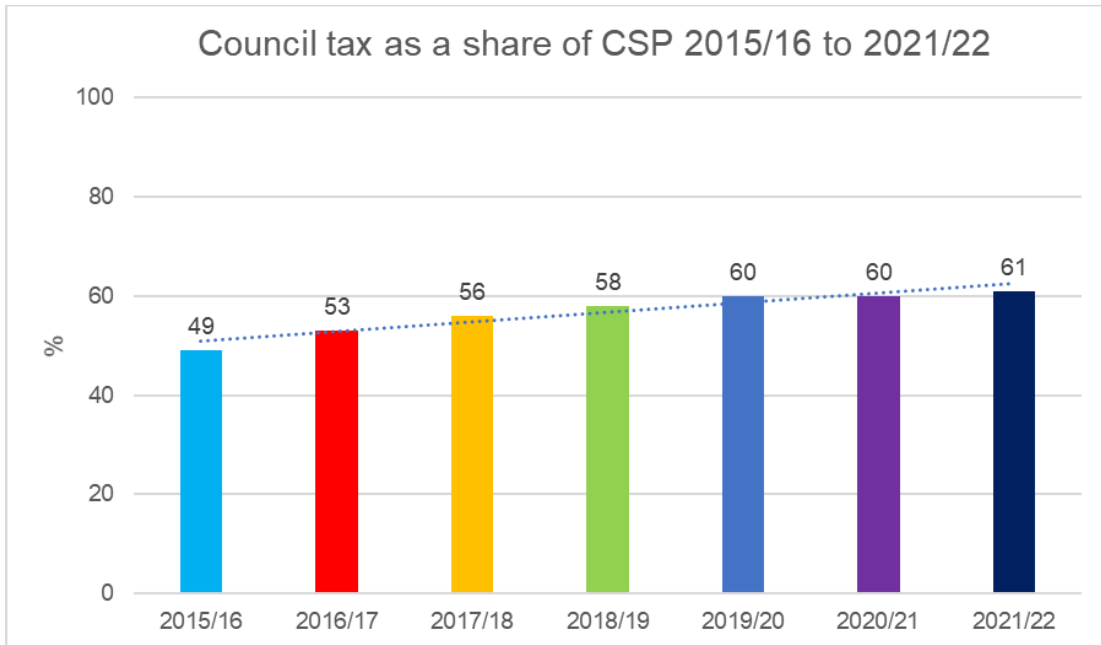
8.0 Local Context

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

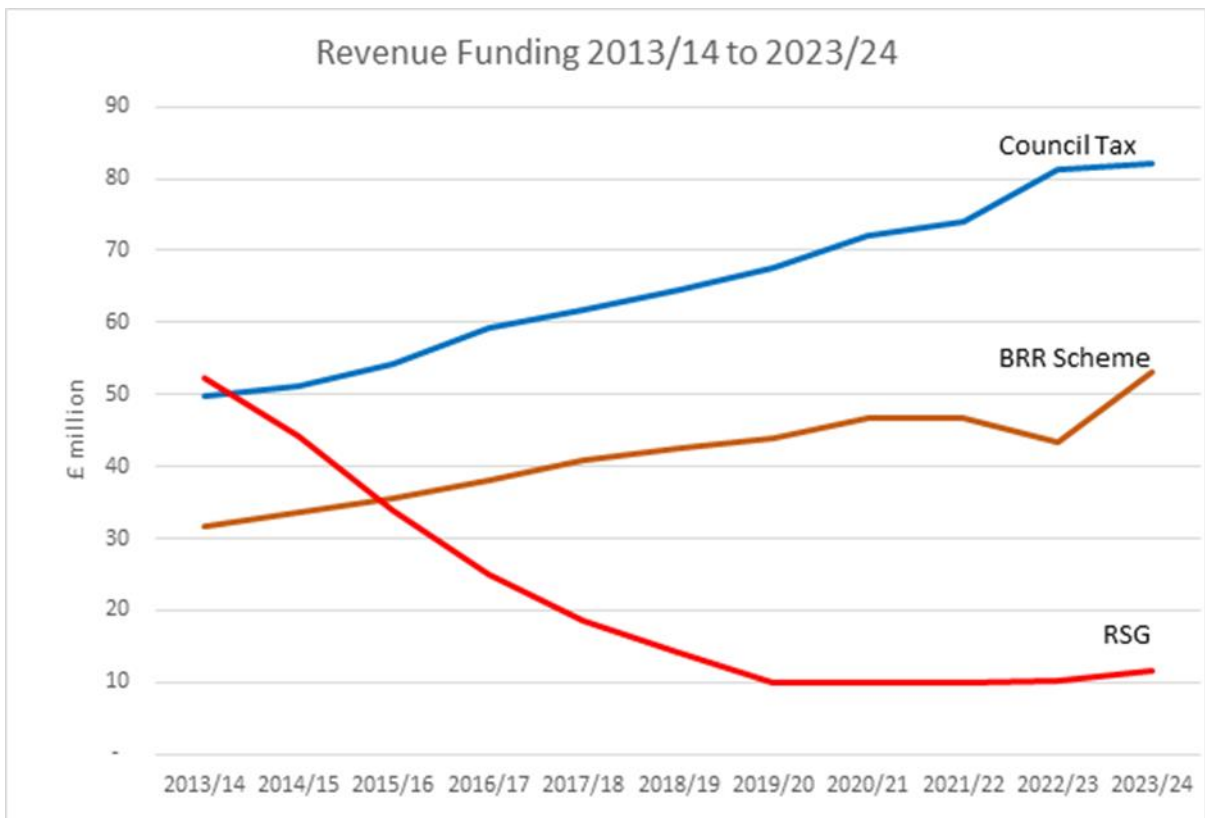


8.2 However, the Government's comparatively low priority for local government compared to other parts of the public sector in recent years has seen funding provided from the government reduce significantly with a deliberate shift in national Government policy to increase the proportion of local government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

8.3 In their briefing paper: "Local Government Funding Reform Decisions and Options" LgFutures highlight that the "council tax share of Core Spending Power (CSP) rose from 49% nationally in 2015/16 to a projected 61% in 2021/22" as shown in the chart that they have produced and which is copied below.



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



8.5 The amount of Revenue Support Grant (RSG) has fallen from over £50m in 2013/14, when it exceeded the amount raised from council tax, to £11.6m in 2023/24. During this period demand for many services has been increasing and inflationary pressures have also increased costs. As can be seen from the graph, the proportion raised from council tax has been increasing. The

reduction to RSG is clearly even greater in real terms given the high rates of inflation seen in recent years.

- 8.6 In 2013/14 39% of the net budget was funded from RSG and 37% was funded from council tax. In 2023/24 only 8% was funded from RSG and 56% funded from council tax. However, throughout this period the council has maintained one of the lowest levels of council tax for the services that this Council provides in both the West and East Midlands, indeed it has been the lowest in the region for the last 6 years.
- 8.7 As well as a withdrawal of central government funding over many years, the introduction of the existing local government finance system in 2013/14 saw a significant transfer of risk to local authorities. This included the introduction of local “Council Tax Support” rather than centrally funded “Council Tax Benefits” and local retention of business rates. If the economy enters a recession and potentially the unemployment rate increases, or incomes decrease it is possible that we will see increased costs arising from our local council tax reduction (CTR) scheme.
- 8.8 As a large complex organisation delivering a huge variety of essential services and also one that continues to face significant financial pressures and many uncertainties, it is highly desirable that the Council should have a financial strategy that covers the medium term. However, it is clearly very difficult to produce meaningful future projections of resource availability in the absence of medium term funding settlements for local authorities from the Government particularly given the added dimension of continuing uncertainty over potential changes to the local government finance system that have been deferred on many occasions but remain likely to be implemented at some point and also the impact of data changes when the 2021 census data is incorporated into the funding settlement calculations. Despite this uncertainty, we have to make the best projections that we can and ensure that we seek to identify approaches to reduce reliance on government funding, ensure that an appropriate level of reserves and contingencies is maintained by the Council and that the Council maintains its long track record of sound financial management by making realistic budget assumptions, through comprehensive regular financial monitoring and updating the Council’s medium term budget model as additional information becomes available..
- 8.9 The Council has sought to offset part of the loss of Government grant by generating income by adopting a more commercial approach to many existing services. We have sought to ensure that this approach spreads fixed costs, maximises use of any spare capacity and where possible brings environmental, social, or economic benefits to our residents. We were the second council nationally to open a commercial solar farm and are continue to invest in NuPlace, a wholly owned company, which offers high quality homes, mainly at market rents.



- 8.10 Primarily NuPlace was established to increase the supply of private rented accommodation in the area, to regenerate brown field sites that the Council had been unable to sell and to drive-up standards in the wider private rented sector by offering a high-quality alternative to private tenants. However, NuPlace also generates a surplus after paying all associated costs. The profit is used to help reduce the amount of cuts that we would otherwise have to make to the front-line services that the Council provides to our community. This MTF5 includes proposals for further investment into NuPlace and also in Telford & Wrekin Homes.

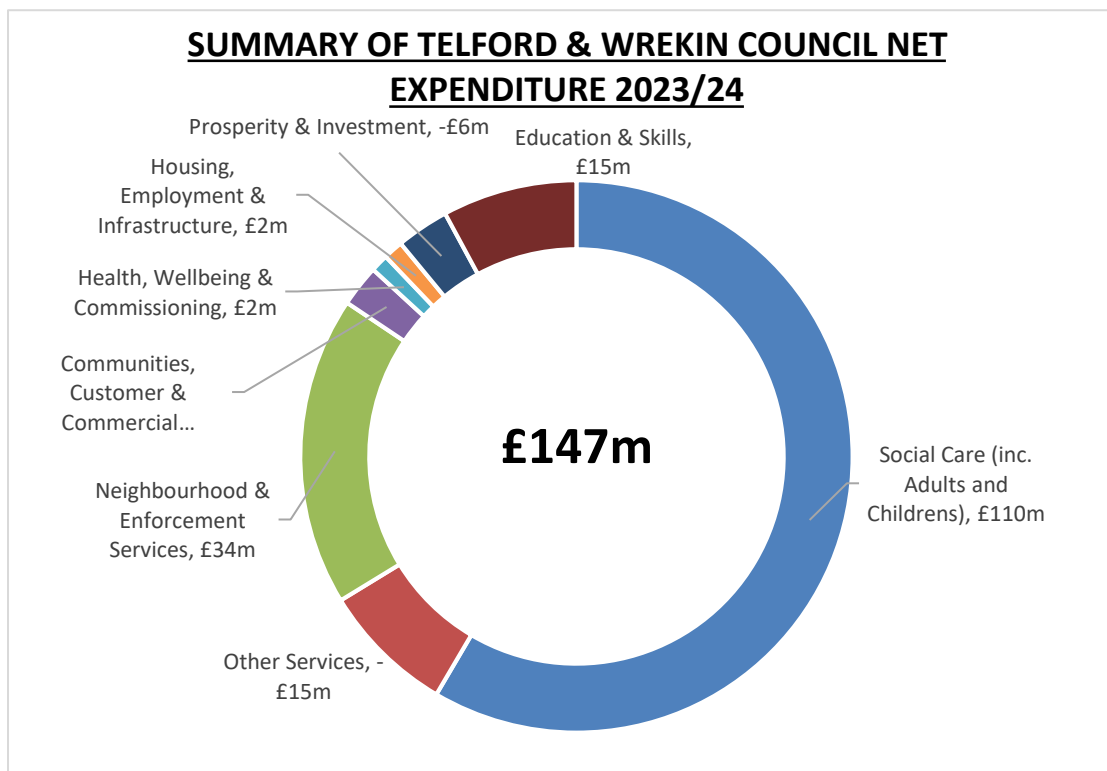


- 8.11 The Council is also committed to investing in the Borough's future. Ensuring that the Borough is an attractive place to live, work, learn and visit is essential if we are to attract new businesses that will create jobs and bring prosperity to the area and the people that live here. The Council also benefits from retaining a share of any additional business rates (between "reset periods") which also helps to minimise the cuts that we have to make to front-line services.
- 8.12 As part of our "Business Winning, Business Supporting" Approach, the Council continues to make investments in our Property Investment Portfolio through our "Growth Fund". Unlike some councils all property investments are within the Borough. The primary purpose of the Growth Fund is to attract new jobs to the Borough from inward investors but it can also retain existing jobs in companies looking to expand and which may otherwise move out of the borough. Any net return after covering all associated costs is used to support front line services as will additional retained income from business rates between any reset periods.
- 8.13 On 2 March 2023, the Council approved a detailed one-year service and financial planning strategy for the current financial year within the context of a four-year MTF5. The one-year detailed strategy was agreed because the Government only provided a one year funding settlement and because the Government had again deferred their planned major changes to the local

government finance system. The Council remains committed to key themes from this earlier strategy and will continue:

- To work with partner organisations, including Town & Parish Councils and voluntary sector and community groups to seek to identify ways to mitigate the impact of some of the cuts to services that we can no longer afford to provide. These discussions have been very successful, and the Council is committed to extending this approach further through Partnership Deals with some transitional funding potentially available where appropriate.
- The Council committed to phasing out the residual local council tax support grant to the remaining, most severely affected, Town & Parish Councils over a three-year period commencing in 2022/23. The grant allocations for the relevant town and parish councils in 2024/25 will therefore be half of the amount received in 2023/24 (and one third of the amount received in 2022/23) and these amounts have already been notified to relevant councils. No further amounts will be payable in future years. The decision to phase the grant out over three years was taken in order to enable these town and parish councils to plan on a medium-term basis.

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



8.15 The chart shows that in 2023/24, £110m, or 75% of our net budget, is spent on social care for adults and children. Financial Management reports to Cabinet during the year have consistently highlighted that at Telford & Wrekin both adults and children's social care services are facing pressure despite the significant additional ongoing investments made in recent years, additional

ongoing investment in both services is therefore required to ensure a robust MTFS in future years.

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

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



- 9.2 The Council has an ambitious investment programme to protect, care and invest to create a better borough.
- 9.3 Our Council Plan agreed by Cabinet in February 2022 sets out how as a Co-operative Council, the organisation wants to take forward the Borough over the medium term. It is a Plan which is centred on tackling the inequalities that exist in our communities. We will build a strong, clean economy and will ensure that all communities benefit from this - that the very real differences between our communities are “levelled- up” and that all of our communities are resilient, healthy and prospering. Core to all of this will be the action we take to protect our environment and playing our part in tackling the climate emergency. In October 2022, Cabinet agreed a 10-year vision for the borough providing the organisation with a long-term plan for the sort of place we want the borough to be in 2032, outlining our ambitions but also the challenges we want to have addressed. Vision 2032 has been developed with our key strategic partners including the NHS, Police, Telford College, and Harper Adams University providing a series of shared ambitions that we can collectively work together to achieve.
- 9.4 Despite the severe financial challenges we face, our mission is clear. We will support residents and businesses, attract new jobs and investment and promote clean growth in the borough, whilst seeking to protect, as far as we are able to, priority front-line services and are working co-operatively with our residents and partners to deliver these.
- 9.5 From our on-going engagement with local people over many years, we are clear that they and their families have some fundamental priorities which we as a Council will work with them to achieve. We know that the people of Telford & Wrekin want to live:



- **In a safe community** – we work in partnership with West Mercia Police to ensure that Telford & Wrekin remains a low crime area. Our work to support and safeguard children from sexual exploitation has been recognised by Ofsted as amongst the best in the country. Following the publication of the Independent Inquiry into Telford Child Sexual Exploitation report, in July 2022, the Council committed to implementing the recommendations six months earlier than anticipated. Fulfilling this commitment, the Chair of the Independent Inquiry, Tom Crowther KC will be invited at the end of the year to return to Telford & Wrekin to assess progress against those recommendations. Initial funding of £0.3m has been included within the MTFS to cover these costs in addition to committing to protect the funding of the CATE team in real terms in future years and also providing ongoing funding of £0.1m pa to replace existing one-off funding currently used to support part of the budget for the CATE team. If required additional funding will be built in to the MTFS as and when required to ensure the Council can deliver its commitment to safeguard children.
- We have worked to get Telford designated as a White Ribbon Town where domestic violence is not tolerated. Our Public Protection team deliver our enforcement agenda to ensure that local services and facilities are safe, that nuisances are tackled and houses in multiple occupation are better managed. We have made a commitment as a Council to always look after the most vulnerable in our community despite the significant budget challenges that we face.



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



- **In a place with good roads and pavements** – each year we invest in a major programme to repair and maintain our roads and pavements. We have also secured significant amounts of Government funding to improve many roads, roundabouts and junctions so that congestion caused by more cars using our roads in the future will be reduced or avoided. The results from the National Highways & Transportation Survey (NHT) for this year have us top in the region for overall satisfaction with roads, we are second nationally and highest out of all unitary authorities. We have:
 - 626 miles of road,
 - 743 miles of footpaths,
 - 132 cycle ways,
 - 20,000 streetlights,
 - 120 roundabouts
- Through our 'Pride in Your Community' initiative and through creative use by elected members of their ward fund allocations, we have also made lots of small improvements in communities and on estates that can make a big difference to everyday life.



- **Where there are first class schools and education facilities** – we work in partnership to support our primary, secondary and special schools and performance is amongst the best in the West Midlands. We will continue to invest in maintaining and extending school buildings.
- **Where there are excellent and accessible Hospital, GP and other Health and Care services** - we are providing a key role working with NHS Health colleagues to ensure the Health and Care needs of our residents are fully articulated and Health and Care Services are planned based on those needs. Championing improvements to GP access and other primary care services together with improvements in Acute Hospital services and service backlogs are priorities for us. Telford deserves first class Hospital and other health and care services, and we will continue to champion this important issues. Health and Care within the community and “closer to or in the home” also remain priorities.

- **Where they have a job and there is a thriving economy** – through our Enterprise Telford approach, we are attracting more new businesses to come to our Borough every year bringing new jobs. We have also supported many existing businesses to succeed and expand.



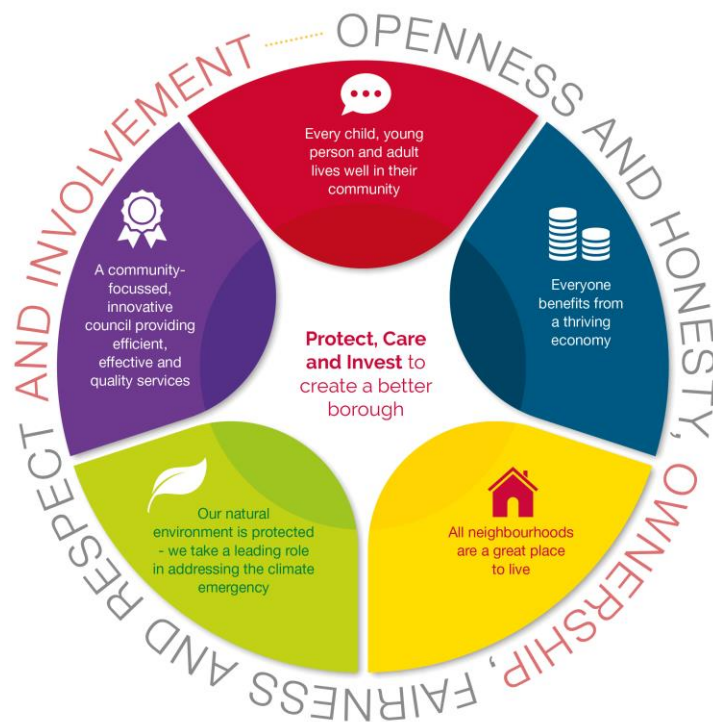
- Through our 'Pride in your High Street' initiative, we have sought to give local businesses the key skills to both survive and thrive in our town centres. We work to protect local jobs, we have lobbied Government to retain key activity in our town. We also work, through our Job Box and Apprenticeship schemes, to ensure local people, and particularly young people, have the skills they need to get a job.
- 9.6 As a co-operative council, we are committed to listening to and involving residents in developing our plans to protect, care and invest to create a better borough. Our approach is to engage with our communities and partners in a targeted way – making sure the right people are involved at the right time on matters that affect them and this is ongoing throughout the year.
- 9.7 One way residents can get involved is through our Community Panel – this is intended to be a representative group of local residents who volunteer to give their views and ideas on a range of local issues and services. When they sign up they identify themes of interest so we only contact them about what they wish to be consulted about. In the last 12 months we have involved Panel members on a range of subjects including the Council's budget, the Public Health Strategy and the Local Plan.
- 9.8 Our 2032 vision was consulted and shaped by direct input from local people. It set out what we want to see delivered in the next decade in order to build on the progress of the past 10 years, developed in partnership with a range of organisations from across the borough. Initially we spoke to 2,900 residents through a telephone survey and focus groups to find out what they liked about the borough and what they wanted to see change or improve over the next ten years. This was followed up by a second phase of consultation to seek further views from local people to make sure they were happy with the proposals we were putting forward and importantly to see what they think might still be missing before final sign off. This included an online survey and face to face consultation. In total we had just over 700 responses.
- 9.9 While many other councils have focussed on making cuts while neglecting growth and stopped major development projects, we continue to prudently

invest to create jobs and safeguard the future prosperity of the Borough and its residents.

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

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

Our Vision, Priorities and Values



9.11 Our MTFs are the financial expression of our priorities. Through the development of a sound MTFs we maximise the use of revenue and capital resources and ensure that we allocate the funding that is available in the best way to deliver as far as possible on or overall vision to Protect, Care and Invest to Create a Better Borough. “Service Strategies” are prepared for each of the Council’s directorates. These demonstrate how the budgets for each directorate are used to support the work of each directorate and the linkages to each corporate priority. Service Strategies for 2023/24 have

been included in Appendix 4. These will be updated for 2024/25 once the budget for 2024/25 has been finalised. The Capital Programme is analysed by corporate priority later in this report to show how we use our capital resources to deliver our corporate priorities.

10.0 Funding Settlement for 2024/25

10.1 The provisional local government funding settlement for 2024/25 was announced on 18th December 2023. The key points to note at a national level are set out below:-

- Core Spending Power for local authorities will rise by 6.5% in 2024/25.
- Council Tax referendum limits will be 3% for unitary authorities, with social care authorities able to set an additional 2% social care precept.
- Revenue Support Grant has been increased in line with the September CPI figure of 6.7%.
- The small business rates multiplier has been frozen at 49.9p and the standard multiplier has increased with CPI to 54.6p. The government will compensate local authorities for the loss of income for this decision up to the level of the September CPI figure.
- Social Care Grant has increased in line with the December 2023 Policy Statement by £692m to £4,544m.
- Improved Better Care Fund remains the same as 23/24 at £2,140m with no inflationary uplift applied.
- ASC Market Sustainability and Improvement Fund has increased in line with previous announcements to £1,050m.
- ASC Discharge fund has increased in line with previous announcements to £500m.
- There is no change to the New Homes Bonus scheme with a provisional amount of £291.4m.
- The funding guarantee which ensures authorities receive a minimum increase of 3% in their spending power has increased by £64m to £197m.
- The Services Grant has been significantly reduced from £483m in 23/24 to £77m in 24/25, a cut of 84%. This has been used to fund other increases in the settlement with an amount being held back by government as a contingency.
- Rural Services funding grant has been rolled forward on 2023/24 allocations remaining at £95million.

10.3 The cut to the Services Grant as part of the settlement has resulted in reduced grant income to Telford & Wrekin Council of £1.32million for 2024/25. This was not anticipated with the government giving no prior indication that this grant would be cut to this extent. This has resulted in further efficiency savings that will need to be identified across the Council which have been included as part of the 2024/25 savings.

10.4 The deadline for responses to the provisional settlement is 15th January 2024. The Chief Financial Officer will agree a response to the provisional

settlement with the Cabinet Member for Finance, Customer Services & Governance.

11.0 Base Budget For 2024/25

- 11.1 The base budget for 2024/25 totals £176.163m and is summarised in Appendix 8. The budget will be restated after final decisions have been taken on the savings and investment proposals contained in this report.
- 11.2 As previously highlighted in this report, there are many areas of significant uncertainty facing the Council and our overall financial position beyond March 2025.
- 11.3 It is with this uncertainty over the medium-term financial outlook facing the Council in mind that the balance between the key components of the overall MTFS need to be considered i.e.:
- New ongoing revenue and one-off capital investments (which also impact on the revenue budget both in the year of spend but also in some cases for many decades ahead),
 - The balance between further savings and the level of council tax increase,
 - The use of a prudent level of one-off resources versus retention of sufficient one-off resources to provide future flexibility and assurance of financial sustainability through the medium-term.
- 11.4 Given the high degree of uncertainty for the reasons previously referred to, it is difficult to make accurate forward projections. However, it is essential that we now use the best available information to estimate the potential level of budget shortfall in future years so that we can start to plan ahead now through this MTFS framework which is based on the Council's multi-year budget model. This includes many variables and will be regularly reviewed and updated as further information becomes available. Using current available information and assumptions, the position is summarised in the table below. However, it must be noted that the actual position may be very different to that set out below.

Base Budget Movements from 2023/24	2024/25	2025/26	2026/27	2027/28
	£'000	£'000	£'000	£'000
2023/24 Base Budget	146,774	146,774	146,774	146,774
Adjustment for use of reserves in 23/24	6,298	6,298	6,298	6,298
Inflation on major contracts and utilities	2,800	4,100	5,300	6,500
Pay Inflation	7,399	10,651	13,443	16,305
Pensions - Increases in the lump sum deficit payment - figures from actuaries.	558	622	622	622

Joint Use Leisure Facilities - DFE funding reduction	241	241	241	241
Adult Social Care additional investment	13,937	18,479	23,473	23,473
Additional Social Care Grant	(2,451)	(4,651)	(6,851)	(6,851)
Children's Safeguarding additional investment	13,848	13,385	11,563	11,563
Community Action Teams	550	550	550	550
Changes to Grants	1,593	1,593	1,593	1,593
Healthy Child Programme	-	260	260	260
Ongoing Revenue Cost of Council Investment Programme	-	-	1,607	1,607
Cost of capital Programme	2,789	4,552	5,440	5,762
Savings previously approved	(17,795)	(17,879)	(17,979)	(18,079)
Other	(378)	118	1,894	2,644
Updated Base Budget	176,163	185,093	194,228	199,262
Assumed income from Council Tax	(84,327)	(85,606)	(87,106)	(88,606)
Assumed Revenue Support Grant (net of T&PC CTS grants)	(12,360)	(12,889)	(13,146)	(13,409)
Business Rates (including "top-up" and s.31 grants)	(55,935)	(57,986)	(59,293)	(60,616)
Total Projected Funding	(152,622)	(156,481)	(159,545)	(162,631)
Base Budget Gap before Council Tax increase	23,541	28,612	34,683	36,631
Less:				
Council Tax Core Increase - 2.99% in 24/25	(2,421)	(2,421)	(2,421)	(2,421)
Adult Social Care Precept - 2% in 2024/25	(1,620)	(1,620)	(1,620)	(1,620)
<i>(Note: All of the additional funding generated from the total 4.99% increase in 2024/25 will be invested in social care services to support the most vulnerable members of our community. No assumptions have been made on increases in future years.)</i>				
Base Budget Gap after Core Council Tax increase	19,500	24,571	30,641	32,590
Additional Savings	(19,500)	(18,380)	(18,114)	(18,114)
Use of Balances				

To find from further savings/use of balances/council tax increases in future years	0	6,191	12,528	14,476
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Notes:

- The overall position will be firmed-up in the February report to Cabinet by which time the Council should have final allocations for most of the grants. The February report will also reflect any additional budget pressures and opportunities that arise over coming weeks.
- The actual amount of business rates available for the budget strategy will be confirmed when the NNDR 1 form is completed and submitted in January 2024. The NNDR1 form has been further complicated for 2024/25 as there are now 2 multipliers, one for small business as well as a standard one.
- No assumption has been made for any increase in either the general level of Council Tax or ASC precept beyond 2024/25. All of the additional funding generated from the 2024/25 increase is to be invested in provision of social care services to support the most vulnerable people in our community.
- The projections for years after 2024/25 are only intended as a broad indication at this stage for planning purposes and the estimates will be further updated as additional information becomes available including any changes in levels of demand and inflation from those currently assumed.
- It should be noted that a new comprehensive spending review will be carried out, probably during 2024 and that there is therefore no certainty over funding allocations beyond 2024/25 so projections beyond March 2025 have a very high level of uncertainty.

11.5 After having delivered £156.9m of annual savings by the end of this year, it is clear that further cuts will be more challenging. Clearly the Council will seek to minimise impacts on our community by working with Town and Parish Councils, local community groups, service users, the voluntary sector, volunteers and other partner organisations. Based on the position summarised above, total savings since the period of austerity began are projected to total just under £199m by the end of 2027/28 (assuming no further council tax increases and based on the medium-term projections currently available – although these will inevitably change as further information becomes available) made up as follows:

	£m
Savings made to end of 2023/24	156.9
Savings previously approved for 2024/25	9.5
Savings now put forward for implementation in 2024/25	16.1
Ongoing savings now put forward for implementation in 2025/26	2.0
Projected further savings/council tax increase required from 2025/26 to the end of the 4-year MTFS period in 2027/28	14.5
Total Projected savings by end of 2027/28	199.0

12.0 Our Approach to Developing Savings Proposals Budget Engagement

- 12.1 Due to the significant uncertainty over the future of the national local government finance system, the prolonged period of financial constraint for un-protected areas of public spending and the consequent scale of ongoing annual savings that had been delivered by the Council a new approach to the development of future savings proposals was agreed from 2017 onwards. Savings are now more challenging as the “easier savings” have already been taken. More time is therefore needed to consult with stakeholders about options and ways to minimise impacts. Therefore, savings are developed as soon as opportunities arise and capacity allows, rather than co-ordinating consultation through an annual process as historically was the case when resources were not so tight, and the need to implement change not so urgent. This means that we are able to engage with our communities and partners in a more meaningful way to develop more creative solutions to some of our challenges within the Borough. This also means that our budget engagement process takes place throughout the year, rather than just for a 4-week period.
- 12.2 We will commence targeted discussions with our Town and Parish Councils, trades unions, business community and local voluntary and community sector partners and the Business & Finance Scrutiny Committee during January 2024. This is part of an ongoing dialogue that will continue throughout the year as our budget proposals are developed.

13.0 Capital Receipts and Debt Charges

- 13.1 The Council’s programme of property rationalisation has not only reduced running costs as we have disposed of buildings and other surplus assets but is also generating significant capital receipts enabling us to fund some investment from internal resources rather than from increased borrowing. Due to a temporary Government relaxation in regulations, the Council is also able to use new capital receipts to fund transformation and statutory severance costs. Debt clearly has to be repaid and adds to pressure on the revenue budget so the generation of capital receipts from the sale of surplus assets helps protect essential front-line services. This reduces the amount of cuts that would otherwise have to be made.
- 13.2 The Council, unlike the Government, is not able to borrow to fund revenue services as the Council has to set a balanced revenue budget each year with any shortfall being funded by the use of balances or from further cuts to spending or increased income.
- 13.3 Debt repayments represent a long-term fixed charge against the revenue budget which reduces the amount of funding available for the provision of front-line services. This spreads the cost of the acquisition of these assets over the useful life of the asset and therefore the cost is borne by the council taxpayers that benefit from the asset. However, some capital investment that is incurred to achieve Council objectives such as Nuplace which is offering tenants in the private rented housing sector the option of a high-

quality home operated by a long-term responsive landlord not only deliver Council priorities but fund assets which are likely to increase in value over the long term and generate a revenue return greater than the cost of the associated debt charges. This surplus is used to support essential front-line services and to reduce the cuts to services that would otherwise be required. The Council carefully assesses each potential new investment to ensure that it does not expose the Council to an unacceptable level of risk either on an individual basis or when considering the entire debt portfolio of the Council with our approach set out in the capital and investment strategies, the treasury management strategy and prudential indicators reports that are considered by full Council each year.

13.4 In Telford & Wrekin debt repayments in 2023/24 accounted for 8.9% of the net revenue budget (including payment to Shropshire Council in respect of pre-unitary authority debt). This compares to:

- Telford & Wrekin 8.9%
- Unitary Average 10.3%
- Birmingham 23.1%

13.5 A graph showing the percentage of the net revenue budget allocated to debt repayments in 2023/24 for unitary authorities is included in Appendix 5 (data was not available for four councils from the CIPFA data source).

13.6 Our programme of asset sales totals £14.33m over the medium term. The planned profile of these receipts is shown below:

	£m
2023/24	0.774
2024/25	7.556
2025/26	0
2026/27	6.000
Total	14.330

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

14.0 Section 106 Agreements

- 14.1 Planning obligations under Section 106 of the Town and Country Planning Act 1990 (as amended), commonly known as s106 agreements, are a mechanism which make a development proposal acceptable in planning terms, that would not otherwise be acceptable. They are focused on site specific mitigation of the impact of development. S.106 agreements are often referred to as 'developer contributions'. The common uses of planning obligations are to; secure affordable housing, to secure financial contributions to provide infrastructure (for example relating to necessary highways works to provide access to the development) and to help fund new educational facilities for the children of families that move into newly built houses. Careful negotiations are undertaken with developers in reaching the s.106 agreement, which are legally binding and clearly state what the funding can be used for.
- 14.2 Legally a S.106 can only be requested when it is:
1. necessary to make the development acceptable in planning terms
 2. directly related to the development; and
 3. fairly and reasonably related in scale and kind to the development.
- 14.3 Negotiations have to ensure that developments remain viable and the National Planning Policy Framework (NPPF) states where obligations are being sought or revised, local planning authorities should take account of changes in market conditions over time and, wherever appropriate, be sufficiently flexible to prevent planned development being stalled.
- 14.4 The Council publishes an Infrastructure Delivery Statement (IDS) each year detailing income and expenditure against S106 agreements. A copy of the current Infrastructure Delivery Statement is attached as Appendix 7.

15.0 2023/24 PROJECTED OUTTURN POSITION

- 15.1 As the Financial Monitoring report also on this agenda shows, whilst the Council continues to exercise tight financial control, the very significant pressures being faced by the Council, in particular for Adult Social Care and Children's Safeguarding services are such that the current projected year end position would require use of a limited part of the Budget Strategy Reserve. Work to seek to reduce this pressure is continuing but clearly further demand pressures may be experienced in key services so the actual outturn will be different, either better or worse, than currently projected as we are only part way through the year. It is, therefore, essential that all Cabinet Members and budget holders continue to exercise tight financial control and to deliver all planned savings. The position will continue to be closely monitored particularly for key but also for seasonal factors such as winter road gritting and any potential costs arising from flooding events.

16.0 Savings Proposals For 2024/25

- 16.1 By the end of the current financial year, the Council will have delivered ongoing budget savings, including additional income, of £156.9m since 2009/10. Despite the proposed 4.99% council tax increase (which includes the 2% ASC precept) which will raise around £4.04m, it is necessary for the Council to find further budget savings in order to deliver a balanced budget without using an unsustainable level of one-off balances.
- 16.2 Appendix 10 therefore includes a schedule of additional savings that if after consultation with service users and other stakeholders were all delivered would generate a total saving of £17.8m in 2024/25. Clearly after already having delivered £156.9m of savings, these savings now put forward will include some proposals that are more challenging. As explained elsewhere in this report, extensive consultation with service users and partners will be undertaken in order to identify ways to mitigate the impacts of the proposals or to identify alternative options.
- 16.3 Whilst additional investment totalling over £5.9m net of savings into Adult Social Care in 2024/25 is put forward in this report and £7.6m net of savings into the Children’s Safeguarding budget for next year, it is not possible, even in these services to continue providing the same services in the same ways. In order to ensure that the Council can continue to always meet the assessed needs of vulnerable adults and children in our community, it is necessary for new approaches to be taken to deliver better outcomes for our clients and to ensure that we operate as efficiently as possible. Cost improvement plans are therefore in place for both Children’s Safeguarding and Adult Social Care. Details of these Cost Improvement strategies are included as Appendices 11 and 12.
- 16.4 “Invest to Save” savings proposals delivered through capital investment can result in better outcomes for clients as well as significantly reducing costs, for example officers from across the Council are investigating the potential to deliver significant cost savings but also better outcomes for young people by looking at options to support our Foster Carers. This work has focused on the provision of changes to accommodation to enable existing carers to expand their offer and to support new Carers who currently don’t have accommodation that would be suitable. The work to date has identified a range of opportunities. Delivering such projects requires co-ordinated cross Council working which is already being demonstrated in the proposed redevelopment of the former Red Lion public house site in Wellington.

17.0 Revenue and Capital Investments

- 17.1 Due to the tight financial position faced by the Council the scope for new ongoing revenue investments is limited. However, the Council has always said that it will meet the assessed needs of vulnerable adults and children and in order to do this next year, significant additional investment will be made available to Adult Social Care and Children’s Safeguarding totalling £13.5m after allowing for planned savings in 2024/25. In total the net budget

for Adult Social Care and Children's Safeguarding will exceed £117m next year.

- 17.2 Unfortunately, the scope for additional ongoing revenue investments next year is limited, as further investments in other priorities would require more budget savings to be identified.
- 17.3 The Council is however proposing a significant capital programme which totals over £420.4m and is summarised in Appendix 13. This is a very significant set of investment proposals and demonstrates the Council's commitment to **Protect, Care and Invest to Create a Better Borough**. The proposed package of capital investments will bring significant benefits to the Borough.
- 17.4 Nuplace was established to give tenants in the private rental sector the opportunity to rent high-quality, well-maintained homes from a long-term responsive landlord and by increasing competition in this sector of the housing market standards will be driven up. The initiative has already seen:
- 466 homes delivered, across ten sites with a further 19 refurbished properties across the Borough, bringing the total number of houses delivered to 485. Of these properties, 84 are for affordable rent or built to an adaptable standard, with the remainder being rented on the open market.
 - Nuplace's growing portfolio now provides a range of homes for over 1,350 people across the Borough with houses available within North and South Telford and Newport.
 - The diversification of Nuplace by the establishment of Telford & Wrekin Homes, involving the acquisition, refurbishment, and rental of properties at locations across the Borough. This will continue to raise standards in the private rented sector.
 - Works are now complete at Southwater Way, Nuplace's low carbon town centre scheme and works are underway for a further 99 homes across three sites including the delivery of accessible and adaptable dwellings and homes built to future homes standard.
 - The programme has resulted in over 23 acres of brownfield land being regenerated, addressing sites that might otherwise blight communities.
 - The portfolio is performing well with a cumulative void rate of 1.91% since the first site was opened.
 - Since 2015/16 - cumulative net incremental income of £9.7m to 31 March 2023 has been generated for the Council which has benefitted front line services such as social care services.
 - In addition, Council Tax and New Homes Bonus payments are estimated to have generated an additional £4.0m cumulatively to the end of March 2023.
 - The Nuplace investment portfolio has experienced strong capital growth and has an asset value of £86.7m. Cumulative growth in the portfolio is 28% to the end of March 2023.

- In addition to delivering much needed housing, the programme has delivered considerable added value in terms of local employment, apprenticeships, supply chain development and the delivery of a range of community projects.
- Since 2015/16, Nuplace has delivered a cumulative profit before tax of £3.5m.

This MTFS now proposes that the Council makes additional investment of £37m available to further develop NuPlace and Telford & Wrekin Homes over and above previous commitments. In total, the Council's investment in NuPlace and Telford & Wrekin Homes will be £169.9m since NuPlace was established.

17.5 The Council's Growth Fund, which has now operated for 8 years and:

- Enables the Council to provide land, build and lease bespoke properties and offer full turnkey solutions, and continues to drive a high number of investment enquiries drawing in new investors.
- The Fund has supported a range of commercial opportunities including new industrial units at T54, supporting the growth and expansion of current business such as Filtermist and providing grow on space for new businesses at Hortonwood West. Investment has also supported the delivery of Ni.Park (Newport), a new employment park for the Borough.
- Cumulatively, the £79.4m investment to date through the Growth Fund is estimated to deliver an ongoing gross return of 6.47%, 2.02% after borrowing costs but more importantly this project is attracting and retaining jobs for residents of the Borough.
- The funding committed to date into a range of investments is anticipated to help deliver approximately 1,445 new jobs
- The investment is also delivering growth in business rates income (between resets). The additional business rates of over £0.6m pa is being invested directly into delivering front line services across all the Borough's communities.

This MTFS now proposes that an additional commitment of a further £10m is made available to further support Growth Fund initiatives from 2024/25 through to 2027/28 over and above previously approved amounts.

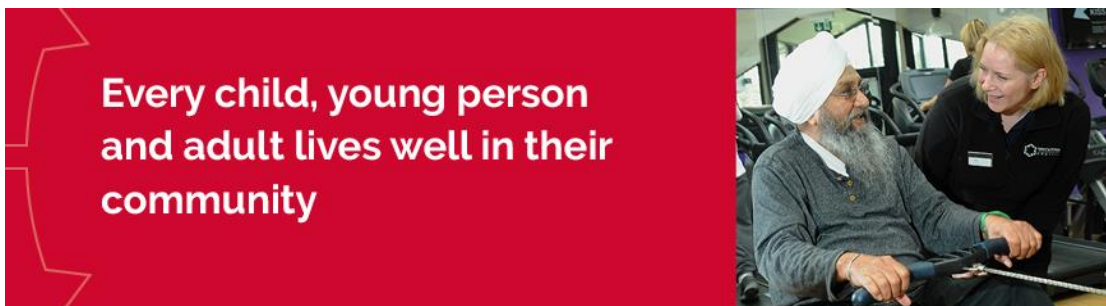
17.6 The proposed capital programme also includes £20m earmarked for a Capital Projects Fund being £5m pa over the period 2024/25 – 2027/28. It is proposed that a delegation to the Chief Executive, following consultation with the Leader, is approved to allocate the available funding to specific projects during the term of this MTFS.

17.7 In total this MTFS therefore includes proposals for additional prudential borrowing totalling £67m.

17.8 The proposed Capital Programme will also see:

- Over £31m for transport and Highways schemes,
- Over £41m for education capital projects including investment in school expansion projects to increase pupil places
- £9.7m for affordable and specialist housing programmes
- Over £10.8m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper and temporary accommodation
- £8.7m for a new swimming pool
- £0.9m funding to progress development of “stalled sites”
- Over £35m for Towns Fund projects
- Over £37m for Levelling Up Fund and Capital Regeneration Fund Projects
- Over £2.7m for Pride in Your High Street schemes
- £1.167m for Environmental Improvements/ Enhancements and funding of £2.19m for Climate change initiatives to support work to reduce the Council’s carbon footprint and partnering with government and others on other climate change projects.

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



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

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

Capital	Total £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 & Later Yrs £'000
Adults Supported Accommodation	901	901			
School Schemes	40,765	9,295	21,137	10,334	

Other Schemes	186	90	95		
Total	41,852	10,285	21,232	10,334	0



17.9.2 Everyone benefits from a thriving economy

The borough has an outstanding track record of attracting and securing investment to create jobs. Whilst Covid-19 has brought challenges, our focus will be to attract investment, drive innovation and support businesses whilst they recover from these challenges and enable the economy to continue to grow. This is essential if we want an economy that everyone can benefit from which will enable inequalities across our communities to be addressed.

Capital	Total £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 & Later Yrs £'000
Property Investment Portfolio/Growth Fund	65,266	7,168	31,421	18,726	7,951
Towns Fund	35,168	16,288	15,290	3,590	
Levelling Up Fund	26,905	2,811	14,932	7,007	2,154
Capital Regeneration Fund	10,431	3,587	1,271	5,366	207
Stronger Communities	1,791	291	1,500		
HCA Land Deal	6,249	1,330	1,812	3,108	
Other Schemes	43	43			
Total	145,855	31,519	66,225	37,797	10,313

All neighbourhoods are a great place to live



17.9.3 All neighbourhoods are a great place to live

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

Capital	Total £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 & Later Yrs £'000
Nuplace - Housing Investment	103,108	10,782	40,700	30,155	21,470
Affordable Housing Programme	9,727	627	9,100		
Highways & Transport	28,667	14,785	7,882	2,000	4,000
Playing Pitch Investment	1,643	300	1,343		
Swimming Pool	8,740	25	2,700	6,015	
Environmental Improvements & Enhancements	1,167	1,167			
Pride in Your High Street	2,763	1,220	1,543		
Housing Schemes	10,852	7,682	3,170		
Leisure & Cultural Schemes	2,964	1,414	1,550		
Stalled Sites	924	324	600		
Other Schemes	7,844	2,017	4,927	300	600
Total	178,398	40,343	73,516	38,470	26,070

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



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

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

Capital	Total £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 & Later Yrs £'000
Climate Change	2,191	240	1,951		
LED Lighting Invest To Save	192	192			
Air Quality	100	100			
On Street Residential Charge Point Scheme	683	683			
DeCarbonisation Schemes	28	28			
Total	3,195	1,243	1,951	0	0

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



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

To deliver our community priorities, we will maximise the use of our resources, ensuring that we work efficiently and effectively together as one system, one organisation. We will continue to develop and support our workforce, our ICT systems and data, and our financial resources. Our

decisions about how we do this will be informed by robust engagement and consultation with communities, businesses, partners and stakeholders.

Capital	Total £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 & Later Yrs £'000
Asset Management Plan	3,776	976	700	700	1,400
ICT Investment	16,713	3,784	5,919	3,009	4,000
Efficiency Capitalisation	6,688	1,500	2,769	2,419	
Capital Projects Fund	20,000		5,000	5,000	10,000
Other Schemes	3,952	396	2,485	357	714
Total	51,128	6,656	16,874	11,485	16,114

18.0 COUNCIL TAX

- 18.1 Council Tax in Telford & Wrekin has historically been low compared to other councils. Indeed, it has been the lowest across both the West and East Midlands for the last 6 years for the services that this Council provides. Appendix 1 is a graph comparing Council Tax levels across the Midlands region and demonstrates that Council Tax in this area is the lowest in the Midlands region at Band D (£1,463.93). The average Council Tax at Band D in the Midlands region is around 18.9% higher than in Telford & Wrekin.
- 18.2 Appendix 2 compares our Council Tax to the other unitary authorities in England and shows that we have the second lowest Council Tax at Band D out of 59 unitary authorities being £269.40 less pa than the average for unitary authorities of £1,733.33 which is 18.4% higher than our level at Band D.
- 18.3 A further factor that has reduced resources in this area is “grant damping” whereby grant that the Government has calculated should be paid to this Council is withheld and used to support spending by councils that would otherwise receive less grant e.g. as a result of reducing population numbers. In the calculations used to establish the current local government finance system which came into effect from 1st April 2013, £1.6m pa of this loss was perpetuated in the new baseline funding settlement for the Council and will be withheld from us – equivalent to a cumulative loss of over £19.2m by 2024/25.
- 18.4 As well as a comparatively low level of Council Tax, this area also has comparatively low property values with the majority of our properties being in Council Tax Bands A or B. 59.4% of total chargeable dwellings in Telford &

Wrekin are in these two bands, compared to the average across all unitary authorities of just 48.0%. Whilst this is relatively good news for local residents in terms of their Council Tax bill and although we appreciate that Council Tax bills are a significant cost for local households, it means that we do not have the same scope to generate income from Council Tax as many other parts of the country where levels of Council Tax are much higher and average property values are also higher so a 1% increase raises considerably more per property than it does in Telford & Wrekin.

- 18.5 Despite the significant withdrawal of Government grant from the Council over the last 10 years, the Council has worked hard to keep Council Tax in Telford & Wrekin as low as possible recognising the financial pressures that our residents face despite the Government's deliberate and sustained policy of shifting the cost of funding local government services away from grants from central government and on to council taxpayers. The LGA have said *"council tax represented 45 per cent of council core spending in 2010/11, but by 2020/21 it had risen to 60 per cent. Council tax rises - particularly the adult social care precept - have never been the answer to the long-term pressures faced by councils. Councils will still have to find savings to already stretched budgets in order to plug funding gaps and meet their legal duty to set a balanced budget"*.
- 18.6 Writing in the Municipal Journal, David Phillips an associate director at the Institute for Fiscal Studies, highlighted that *"The Government has not updated its main estimates of councils' spending needs since 2013, and they were based on even earlier data – sometimes from as far back as the 2001 census. The 2010s saw bigger cuts in poorer areas."* Giving councils the ability to increase council tax does not match funding to need because areas of greatest deprivation and need tend to have more properties in lower council tax bands.
- 18.7 In the CSR and the local government finance settlement the Government have assumed that councils will increase their level of council tax by the maximum permitted without incurring the costs of a referendum. In this council's case this Government assumption is that we will increase our council tax by a total of 5% including 2% in respect of the ASC precept. For 2023/24, in recognition of the cost-of-living emergency facing our residents, the Council froze the general council tax and only applied the 2% ASC precept. Unfortunately, given the extreme pressures facing the Council's Adult Social Care and Children's Safeguarding services which has not been recognised by the Government, it will not be possible to freeze the general level of council tax for 2024/25 without making even greater budget savings than those planned which are already extremely challenging. It is therefore proposed to increase council tax by a total of 4.99% for 2024/25 in line with the Government's assumptions. All of the additional income generated which will amount to around £4.04m will be used to fund additional investment in social care services to support the most vulnerable people in our community. The 4.99% increase will be the average increase across the whole borough in the Telford & Wrekin part of the council tax bill and may vary slightly for individual households dependent which part of the borough

they are located within and would amount to £1.09 per week for the average (Band B) property in the Borough. The increase in the total bill for each household will also be affected by the decisions of the Police & Crime Commissioner, The Fire Authority and individual town and parish councils.

19.0 BASE BUDGET, BALANCES AND CONTINGENCIES

19.1 Base Budget

19.1.1 A summary of the Base Budget position is included at Appendix 8 which shows a net base budget of £176.163m for 2024/25 after reflecting the investments set out in this report but before deducting the savings proposals. Assuming a council tax increase of 4.99% for next year and that all the savings put forward are agreed there is no requirement for the use of balances at present in 2024/25. Appendix 9 includes an analysis of the main changes in moving from the 2023/24 budget to the 2024/25 base budget.

19.2 Balances

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

19.2.2 The Government has extended the temporary ability to fund the one-off costs of service reform projects from new capital receipts. Taking advantage of this opportunity offered by the Government will result in higher levels of debt than would have otherwise have been the case and therefore higher debt charges as all capital receipts would otherwise be used to fund planned capital projects. However, whilst the debt charges are ongoing they will be more than offset by the ongoing savings generated from the invest to save measures. In order to take advantage of this flexibility Full Council would need to approve an updated “Efficiency Strategy” which will be included in the Service & Financial planning report to be considered at Cabinet in February. This flexibility which was due to come to an end in March 2022 has now been extended again to March 2030. In addition to this flexibility, the Council also holds some specific funds to support service transformation. Currently the uncommitted balance in the Severance fund is £2.76m which is available to support restructure savings. A further £0.7m is held as an uncommitted balance within the Invest to Save/Capacity Fund.

19.2.3 Given the exceptionally high level of uncertainty over the Council’s medium term financial position as previously highlighted in this report, it is important to retain as much flexibility as possible by limiting the use of available one-offs until the medium-term position becomes clearer. The level of usable one-offs gives a good level of comfort that the proposals contained in this report are financially robust given the projected levels of spending in Children’s Safeguarding and Adult Social Care in 2024/25 have been fully allowed for in the proposed budget. The council also has £8.7m of general

fund funding set aside for the one-off costs of implementing single status which may not all be required.

19.3.0 Risk Management and Financial Resilience

19.3.1 Local Government has faced unprecedented financial challenges since 2010 and the Council has faced significant grant cuts at a time when demand for many services, such as safeguarding vulnerable children and adults, have been increasing. We are also in a period of considerable financial uncertainty due to another 1-year funding settlement and with expectations that some aspects of the much delayed reforms of the Local Government finance system will be implemented over the medium term but no information currently available to model what impact these might have on the Council. As an organisation that provides a vast range of essential services to the community and spends over £500m per annum financial resilience and risk management are very important considerations when agreeing our MTFs.

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

- **Setting a robust budget strategy which is deliverable and sustainable**
 - ✓ The Council has a long, proven track record of strong financial management, with no overspends over the past 15 years and has consistently received an unqualified audit opinion from its external auditors
 - ✓ The Council has successfully delivered £156.9m of budget savings since 2009/10
 - ✓ Although very challenging, many savings have been phased over a number of years to allow adequate time for full consideration, consultation and implementation and in order to identify alternatives that mitigate impacts on our community.
 - ✓ An Invest to Save/Capacity Fund is in place to provide additional resources for priority areas and to assist with the delivery of savings; bids are subject to a rigorous business case development and approval process.
 - ✓ The Council has a comprehensive employee restructuring programme which is used consistently and supported by clear, costed rationales to support reductions in ongoing costs whilst maintaining the delivery of essential services and minimising compulsory redundancies as far as possible.
 - ✓ Where required, additional investment has been included in the budget including, £5.9m additional net investment in Adult Social Care has been allowed for in 2024/25 and new net investment of £7.6m for children's safeguarding.
 - ✓ Provisions are included in the accounts where required, to safeguard against potential costs, for example for bad debts and Appeals against NDR valuations.

- **Strong and Effective Financial Management**
 - ✓ A robust risk based financial monitoring regime is in place to identify any adverse variances early so that corrective financial management action can take place. Additional in year savings targets have been delivered when necessary to meet service pressures when necessary.

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

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

- ✓ There is an effective Treasury Management Strategy which aims to maximise returns for the Council while minimising risks with a solid long track record of exceeding targets set and always complying with Treasury management parameters.
- ✓ Advice on interest rate projections from independent treasury management advisors has been used when making prudent assumptions on future borrowing costs.
- ✓ Treasury management decisions are managed at a strategic level in order to deliver best value rather than individual loans being taken out for spending on each separate capital project which often span several years.
- ✓ Funding capital assets (i.e. assets that have a long life) from borrowing ensures that the cost of the asset is charged to the revenue account over the useful life of the asset. Clearly if all assets were paid for directly from revenue, current taxpayers would be paying for assets that will still be available to taxpayers many years in the future.
- ✓ All capital investment proposals are subject to a rigorous business case development process to manage and mitigate risks as far as possible and are funded in accordance with the Council's approved Treasury Management Strategy after taking advice from professional external advisors.
- ✓ Capital Programme resources are available, in accordance with the Prudential Code of Borrowing and capacity may exist to capitalise expenditure planned to be funded from revenue and in extreme circumstances the Minister may authorise an application for a capitalisation direction.
- ✓ A Capital Programme Board meets regularly to drive delivery of the capital programme and manage overall available resources. This is chaired by the Chief Executive and membership includes all Executive Directors, the C.F.O. and all Directors with significant capital projects.

- **Reserves & Balances**

- ✓ The Council has General Fund and Special Fund balances as a safeguard against unforeseen costs as well as earmarked reserves and provisions for

specific purposes. The Council's main Budget Strategy Reserve has an uncommitted balance of £21.7m and remains available to support the medium-term financial strategy.

- ✓ In extreme emergency circumstances, general balances and some other funds that have been set-aside for specific purposes could be used and then replaced as part of a future strategy.
- ✓ The Council holds £8.7m set aside for one-off costs associated with the equal pay settlement.
- ✓ Contingencies have been built into the revenue budget: A general contingency of £3.95m in 2024/25 is held within the corporate core with a further £10m for inflation and pay awards also held centrally;

- **Strategic Risk Management**

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

- **Reducing Dependency on Government Funding**

- ✓ Despite financial challenges, the Council has a clear goal to attract new jobs and investment and promote growth in the borough and is committed to an investment programme which will safeguard the prosperity of the borough – growth will result in additional Council Tax, new homes bonus and business rates pending proposed changes to the local government finance system and periodic resets of the system thereafter.
- ✓ The Council has adopted innovative ways to improve quality of life for residents including NuPlace, its wholly owned housing company which provides tenants in the private rental sector the option of renting a high-quality home from a long-term and responsive landlord. The solar farm, the Telford Land Deal (a unique joint arrangement with the Marches LEP and Homes England) and the Telford Growth Fund all bring significant benefits to residents and a net financial benefit after covering all associated costs is also generated which is used to help support the provision of front-line services.
- ✓ For 2023/24 income streams from NuPlace are projected at £2million after covering all additional costs, the profit from the solar farm will exceed £0.7million and the net additional income from the Property Investment Portfolio boosted by benefits from the Telford Growth Fund is projected to exceed £8.7million.

- **Insurance Arrangements**

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

- **Experienced Finance Team**

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

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

19.3.4 MRP Consultation - DLUHC launched a consultation on proposed changes to capital finance regulations in respect of Minimum Revenue Provision (MRP) calculations. The consultation closed on 8th February 2022, the outcome from which is still awaited. However, no changes are due to be implemented until April 2024 at the earliest and will be fully reflected in the MTFS when clarified. However, we do not expect that any changes will be required over and above those that have already been included in our projections for future years.

19.4.0 Inflation Assumptions and Contingencies

19.4.1 The Council's budget model for future years includes an allowance for pay awards of around 4.5% for 2024/25. An allowance of around 3% has been built in for 2025/26 and 2.5% for later years. However, the precise impact of pay awards may vary from national headline rates if further lump sum, as opposed to across-the-board percentage, pay awards are made in future years as was the case for the April 2022 and April 2023 pay awards. After many years of considerable pay restraint which have seen the pay of council employees cut in real terms by over 23% compared to CPI (and considerably more for the most senior roles) there is a risk that the Council may not be able to retain or attract suitably skilled staff to deliver services in what is now a very challenging environment, therefore in some areas additional "market factor" allowances are applied to aid recruitment and retention.

19.4.2 In accordance with practice in recent years, no allowance has been built in for general inflation, although provision for contractually committed inflation

increases (for example the waste collection and disposal and environmental maintenance contracts) and Adult Social Care costs has been made.

20.0 Education Funding – Dedicated Schools Grant

- 20.1 Dedicated Schools Grant (DSG) in 2024/25 will be allocated using four blocks:
- 20.2 **Schools Block** - funding for all mainstream primary and secondary schools via a local funding formula, although the Government is planning to move to a nationally determined funding formula in future. The amount in the block for Telford & Wrekin is £164m. The 2023/24 'mainstream schools additional grant' has been brought within the schools block for 2024/25 and a like-for-like comparison shows an increase in per pupil funding of 2.12% for 2024/25. Whilst the impact of the September 2023 pay award is partially covered by an additional grant, the overall funding increase for 2024/25 is considerably below current levels of inflation and implies a real terms reduction in school funding in 2024/25, should 2024 pay awards be similar to 2023 and no additional grant funding be made available.
- 20.3 **High Needs Block** - funding for Special Educational Needs (SEN) placements and support, special schools, pupil referral units and other alternative provision. The provisional amount in this block for 2024/25 is £36.6m. This represents an increase of around £1.6m compared to 2023/24 – a much lower increase than seen in recent years.
- 20.4 High needs will remain an area of significant financial pressure in Telford & Wrekin, as well as many other Local Authorities, due to the upwards trend in the number and complexity of children and young people with high needs. The lack of flexibility in the deployment of DSG funding means that the Authority is dependent on DfE allocations of high needs funding being sufficient to meet demand. Services are working to make local provision both educationally and financially sustainable, in particular by supporting mainstream schools to be as inclusive as possible. The current forecast position is that there will be a deficit on high needs DSG by the end of 2023/24 and the increase in funding for 2024/25 is unlikely to be sufficient to meet high needs pressures.
- 20.5 The government has amended finance regulations, such that any DSG deficit is ring-fenced away from the Council's general fund position until 31 March 2026. It is not clear what the position will be after this date.
- 20.6 **Early Years Block** - funding for free entitlement provision for children from nine months old to four years old.
- 20.7 There was an increase in the funding rates for early years entitlements announced part-way through the 2023/24 financial year, particularly significant for 2 year old funding. For T&W, this resulted in £0.75m of

additional funding, bringing total 2023/24 funding to around £14.75m. The context for these increases included the cost pressures impacting upon settings (such as year on year increases in the national minimum wage) and the need to ensure sufficient funding rates to support the planned extension of entitlements, described below.

20.8 The Early Years block in 2024/25 has been increased to £22.4m, but will be adjusted for actual numbers of early years pupils in 2024 and 2025 and so will be finalised retrospectively in Summer 2025. The 2024/25 allocation is substantially higher than 2023/24 due to the extension in funded provision for children of working parents, as follows:

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

20.9 There will be a further extension to free entitlement from September 2025 when working parents of children from nine months old will be entitled to 30 hours per week of free childcare. This will be reflected in the allocation of DSG in 2025/26.

20.10 **Central School Services Block** – £1.1m - funding for Local Authority central services, which in the main are statutory. The Education Services Grant (ESG) ceased at the end of August 2017 and the Government created this new DSG block specifically for central services. However, the amount allocated is far lower than the previous ESG and Local Authorities need to secure Schools Forum approval for central services costs, despite the services being statutory. In addition to the Central School Services Block, representatives of maintained schools on the Schools Forum agreed to de-delegate an additional £0.4m for 2024/25 to cover costs of statutory services that apply only to mainstream schools.

20.11 Since 2022/23, we have also had to ask maintained schools in Telford & Wrekin to de-delegate funding for the local authority's statutory school improvement functions. Prior to this, these have been funded by the DfE's "School Improvement Monitoring and Brokering Grant". This was removed by the DfE, half in 2022/23 and the remaining half in 2023/24. No alternative funding was provided, although local authorities' statutory functions remain unchanged. The value of the grant was worth £0.182m in 2021/22. In 2023/24 maintained school representatives on the schools forum agreed to de-delegate £0.135m and this agreement has been replicated for 2024/25.

20.12 In addition to DSG, significant additional funding is allocated to schools via the pupil premium grant (PPG). Just over £12m was allocated to Telford &

Wrekin schools via PPG in 2023/24. Pupil premium rates per eligible pupil will increase in 2024/25 as follows:

	23/24	24/25
'Ever 6' primary	£1,455	£1,480
'Ever 6' secondary	£1,035	£1,050
Looked After Child (LAC) or previously LAC	£2,530	£2,570

21.0 Community Engagement and Communication

- 21.1 As outlined earlier in the report, we will continue to work closely with a range of community groups and Town and Parish Councils to develop alternative ways of delivering services. By engaging with residents and other partners it can be possible to find alternative ways of delivering those services that support our community. We will continue to engage with a range of partners and service users (experts by experience) who could assist in developing alternative service solutions in those areas that have potential to impact upon our residents.
- 21.2 Our 2024/25 approach to consultation and engagement on our budget will include communication in relation to key changes to where the Council intends to spend its budget and highlight areas for new investments. We will ensure that we engage with the community and our partners where there is an opportunity for us to work together to improve outcomes for our residents, or where there is potential for an impact on the community. We will continue to identify those who wish to work with us on developing alternative service solutions.
- 21.3 As in previous years, communicating and engaging with the community on our future plans is an important part of the budget process and the ways in which we will do this are outlined below. However, the aim is to build more in-depth engagement during 2024/25 and later years involving residents and partners in developing solutions, therefore an important part of our communication plan is to identify those who are willing and able to be part of this process.
- 21.4 The ways in which we will seek views on our proposed strategy are as follows;
- Discussions at a number of specific forums during January engaging with Town and Parish Councils, the voluntary and community sectors and local businesses in both face to face and on-line sessions,
 - Communications campaign including media and social media, updated budget page on the council website, and direct email communication
 - Gathering comments and feedback via a wide range of channels including email, social media, in writing to freepost address and telephone and ward roadshows

Comments can be sent to us at the following E mail address:
yourviewsmatter@telford.gov.uk

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

22.0 NEXT STEPS & TIMETABLE

22.1 A consultation period will run from 5 January 2024 through to 4 February 2024 to enable the Council's Cabinet to give careful consideration to the views expressed before preparing their final report and recommendations to Full Council.

22.2 The Business & Finance Scrutiny Committee will scrutinise the Administration's budget proposals and should also have the opportunity to scrutinise any alternative budget proposals put forward by any Opposition group(s) prior to Cabinet on 15 February 2024. The Committee is scheduled to meet to scrutinise these proposals at three meetings during January. The Chair of the Business & Finance Scrutiny Committee will have the opportunity to present the recommendations of the Committee at the Cabinet meeting on 15 February if required. The Cabinet will determine their final recommendations for consideration by Full Council at this meeting.

22.3 Full Council will consider the recommendations from Cabinet and Scrutiny/Opposition Groups on 29 February 2024 when final decisions will be made and the budget and Council Tax for 2024/25 will be determined.

23.0 Previous Minutes

- Full Council 2 March 2023 - Service and financial Planning report 2023/24 – 2026/27

24.0 Alternative Options

24.1 This report sets out proposals for how the resources available to the Council could be used during 2024/25. Clearly the Council must meet its statutory responsibilities, additional investment therefore needs to be made in some priority services. The proposed council tax increase will fund an element of the additional investment needed but further budget savings, over and above the £156.9m ongoing budget savings delivered to date, are clearly also required to ensure a balanced budget is set that does not depend on an unsustainable use of one-off resources.

24.2 Development of the Council's budget strategy involves balancing a number of considerations including, the appropriate level of one-off resources to use, what level of council tax increase is appropriate in the current circumstances where demand for key services is increasing, which services we want to prioritise for any new revenue or capital investment and where budget savings (including generation of additional income) may be implemented. Budget holders and Cabinet members consider a number of options in order to be able to set a balanced overall budget for 2024/25 as set out in this

report. Any alternative options must meet the legal requirement that the Council sets a balanced budget for next year which must be seen in the wider context of a robust medium term financial strategy. For example, it would not be appropriate to use all available one-off resources to set a balanced budget for next year if this resulted in an unsustainable medium-term outlook.

- 24.3 Alternative priorities and options may emerge through the budget consultation exercise and, if so, can be considered in developing the final set of recommendations for consideration at Cabinet on 15 February 2024 before final decisions are taken at full Council on 29 February 2024.

25.0 Key Risks

- 25.1 Key risks include levels of demand for key services increasing above the level that can be funded from the approved budget, interest rates increasing beyond the levels assumed, inflationary increases in the cost of supplies and services that are higher than have been assumed and income collection levels being lower than expected or a recession impacting on council tax and business rates collection and income from the Council's property holdings and discretionary fees and charges.
- 25.2 The proposed budget includes a revenue contingency of £3.95m to protect against unexpected changes and the Council also holds a number of specific reserves and provisions e.g. to offset uninsured losses or to cover bad debts. Budget holders actively manage their budgets and the many financial risks and challenges that Council services face. At the start of the current financial year, the Council also held uncommitted general and special fund balances of just over £4.55m and an uncommitted balance in the Budget Strategy Reserve of £21.7m.
- 25.3 The Council has a long track record of effective robust financial management and, despite the challenges caused by the Government's long austerity programme and the Covid pandemic, has managed to out-turn within budget for the last 15 years.

26.0 Council Priorities

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

27.0 Financial Implications

27.1 This report sets out the Council's proposed MTFs for the period commencing April 2024. The financial impacts are detailed throughout the report.

28.0 Legal and HR Implications

28.1 This report develops the proposals for the Council's budget and policy framework which will be consulted upon in accordance with the Policy Framework & Budget Procedure Rules contained in the Constitution. In accordance with the relevant provisions of the Local Government Finance Act 1992, the Local Government Housing Act 1989, the Local Government Act 2003 and the Localism Act 2011, the Council has to set a balanced budget for 2024/25 before the 11 March 2024 and has to have regard to the advice provided by the s.151 officer (Chief Finance Officer) on the robustness of the budget and the adequacy of reserves supporting the budget before doing so.

29.0 Ward Implications

29.1 Borough-wide impact.

30.0 Health, Social and Economic Implications

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

31.0 Equality and Diversity Implications

31.1 The Council uses Equality Impact Assessments as a tool to ensure our decision making takes into consideration the 9 protected characteristics with regard to the General Equality Duty (GED). We are also now recognising and giving due regard to Care Experience and Armed Forces Personnel which were approved by Cabinet earlier this year. Whilst we are not legally obliged to do this through the Equality Act yet, we do have an obligation to make sure these groups of people are considered and not discriminated against either, so we think it's the right thing to do. In short, we must demonstrate that we pay due regard to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity and to

foster good relations. We need to assess and analyse the practical impact on those whose needs are affected by changes to the way that we deliver our services or to our spending. We have adopted a proportionate approach that takes into account the relevance of a proposal with regard to equality. This is a measured response recognising that our resources are best aimed at dealing with those proposals that could have the most significant impact. In order to accomplish this we have followed a process designed to screen proposals and ensure that they are fully explored.

- 31.2 Our process involves carrying out an initial scoping exercise to determine which budget saving proposals may require action or further investigation with regard to equality impact. For proposals where implications are identified and are at a sufficiently developed state a proportionate impact assessment is undertaken. Where a proposal is still at an early stage of development, an equality impact assessment will be undertaken during its development. This is an ongoing process that will continue throughout the year. As we engage with our community and partners to identify where we may need to deliver services differently, we will ensure that we continue the process of screening these proposals to identify if there are any equality implications.
- 31.3 The proposals contained in this report will impact on specific groups of people. An initial Impact analysis, on the savings proposals, highlights limited equality impacts, further work will be undertaken to identify and mitigate adverse impacts as far as possible. We will continue to screen all savings proposals for potential equality impacts relative to the General Equality Duty as proposals are developed further prior to implementation and will carry out further impact analysis where appropriate, prior to any final decisions being taken.
- 31.4 Public consultation will take place between 5 January 2024 and 4 February 2024. The proposals contained in the report will also be subject to Member scrutiny during this period. Final proposals will be considered by Cabinet on 15 February 2024 who will make recommendations to Full Council on 29 February 2024. The final agreed recommendations will be implemented during 2024/25 and future years.

32.0 Climate Change and Environmental Implications

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

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

33.0 Background Papers

- "Holding the Line", article by Chris Smith in the November/December 2023 edition of Public Finance Magazine.
- LGFutures "Autumn Statement Briefing Note" dated 22 November 2023
- Local Government Association 2023 Autumn Statement on the Day Briefing – 22 November 2023
- The Guardian online - Autumn statement 2023: key points at a glance by Alex Lawson, Anna Isaac and Richard Partington published Wed 22 Nov 2023
- Local Government Association "On the Day Briefing Provisional Local Government Finance Settlement 2024/2025"
- LGFutures : Briefing paper on Provisional Local Government Finance Settlement 2024/25
- BBC News Website
- Provisional Revenue Support Grant Settlement Announcement 2024/25 – DLUHC Website published 18th December 2023
- Service & Financial Planning Report to Council – 2 March 2023
- Municipal Journal, 20 October 2022, article by David Phillips "Fairness Failure".

34.0 Appendices

- 1 2023/24 Council Tax Comparison (at Band D) – Midlands Councils
- 2 2023/24 Council Tax Comparison (at Band D) – Unitary Councils
- 3 Savings Delivered to Date
- 4 Service Strategies and Budgets 2023/24
- 5 Financing costs to net revenue stream 2023/24

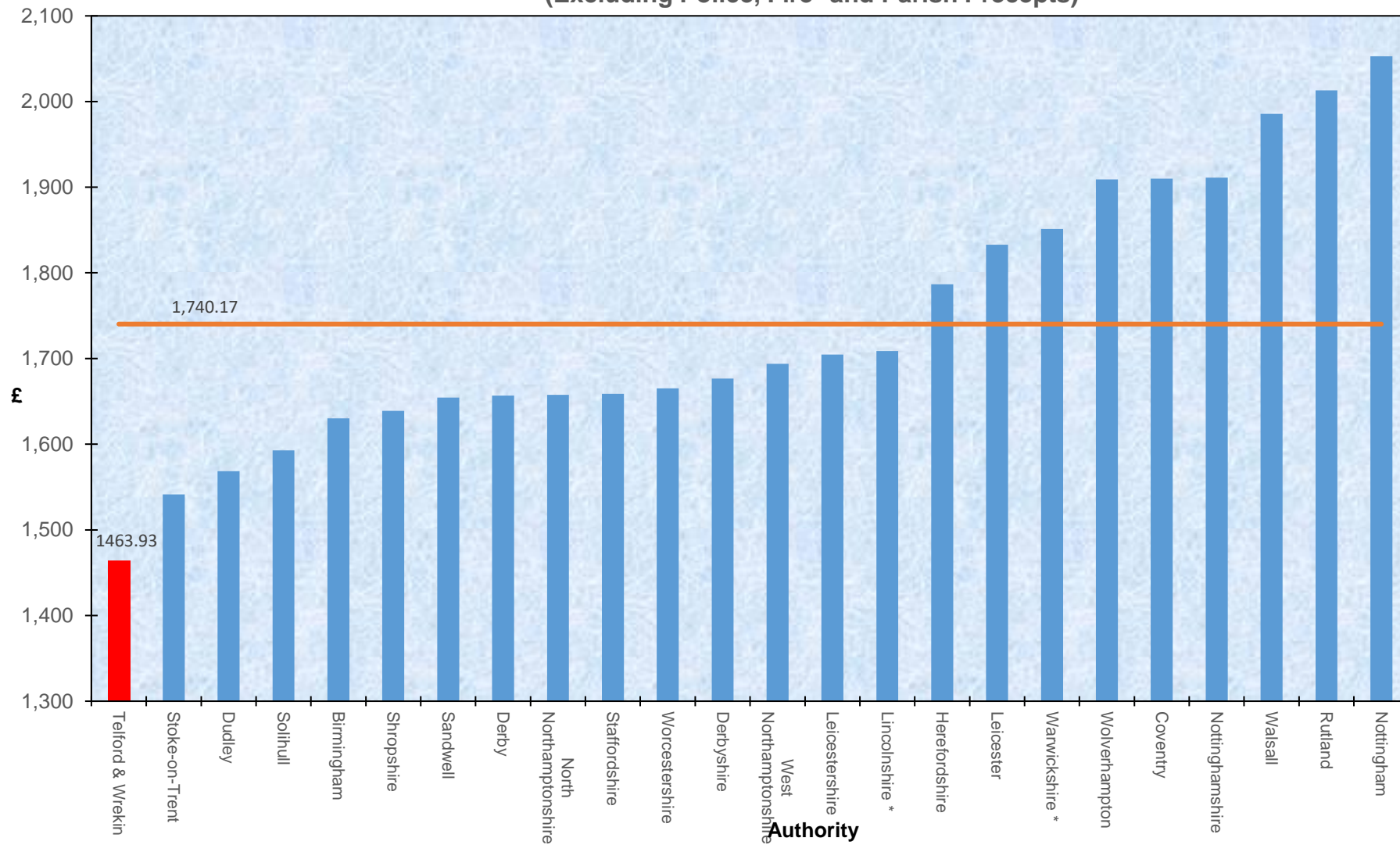
- 6 Reserves and Balances
- 7 Infrastructure Delivery Statement
- 8 Base Budget 2024/25
- 9 Analysis of Base Budget Movements
- 10 Savings List 2024/25
- 11 Children's Safeguarding & Early Help Cost Improvement Plan
- 12 Adult Social Care Continuous Improvement Plan
- 13 Capital Investment Programme

35.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	22/12/2023	22/12/2023	AL

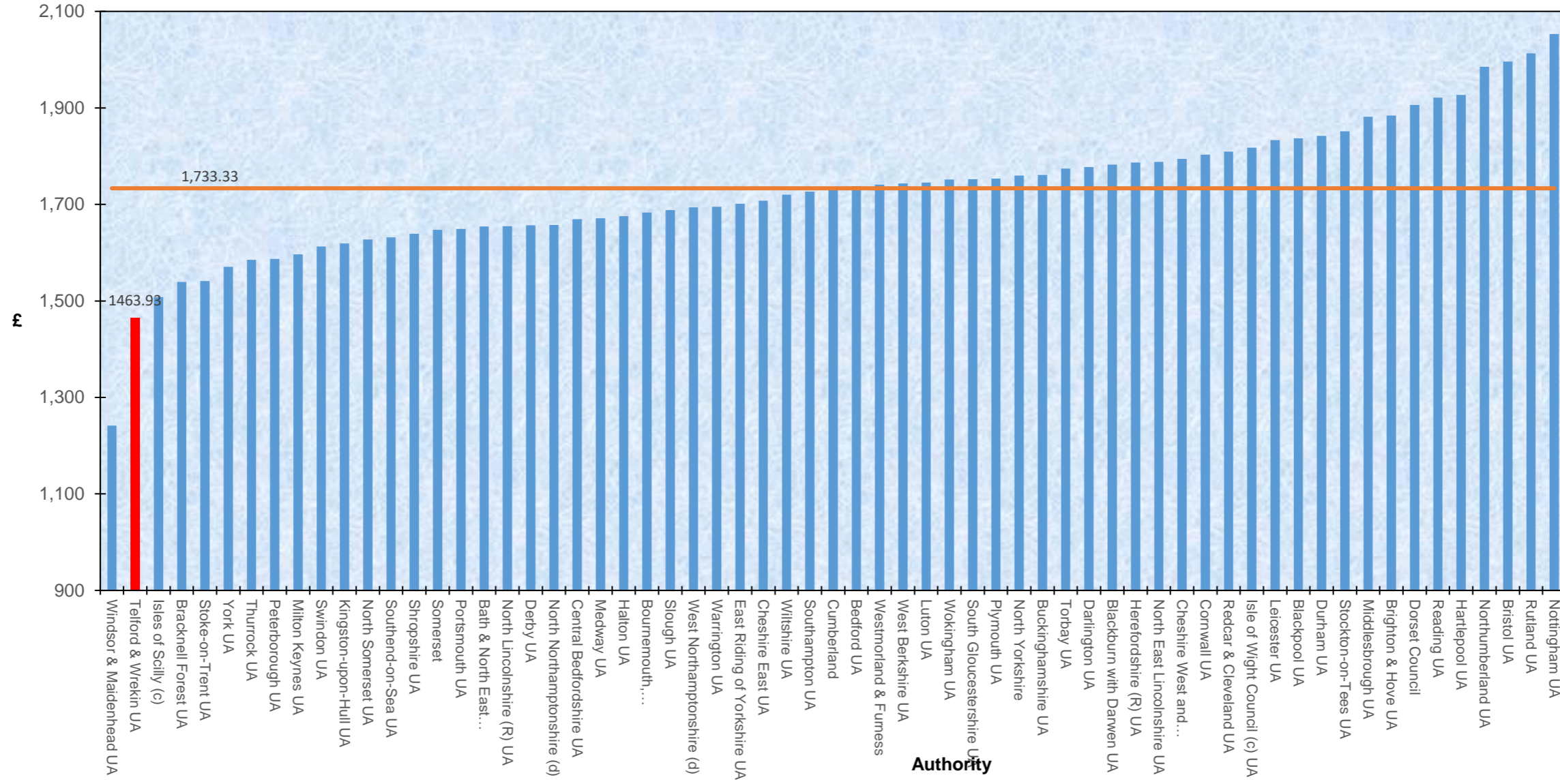
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Midlands Authorities 2023/24 Band D Council Tax for equivalent unitary services
(Excluding Police, Fire* and Parish Precepts)



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Unitary Authorities 2023/24 Band D Council Tax
(Excluding Police, Fire and Parish precepts)



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APPENDIX 3 - SAVINGS ALREADY DELIVERED

1. The Council has faced truly unprecedented cuts to its grants from central Government which have now forced us to make ongoing annual savings of £156.885m. The need for savings has increased each year due to Government grant cuts, inflation, increasing demand for social care services and other services and other pressures. Ongoing savings delivered by year are detailed below:-

	£m
2009/10	4.156
2010/11	6.725
2011/12	11.659
2012/13	19.069
2013/14	11.306
2014/15	17.204
2015/16	10.237 (Includes in-year cut to Public Health grant)
2016/17	15.743
2017/18	13.815
2018/19	7.568
2019/20	6.066
2020/21	2.860
2021/22	7.284
2022/23	7.221
2023/24	15.972
	156.885

2. **This is equal around £1,900 pa for every household in Telford and Wrekin.** In delivering these savings, we have applied the principle of ‘as far as possible minimising the impact on priority front-line services’. This principle remains at the core of our current strategy although it is now inevitable that we have to increasingly put some savings proposals forward that will have significant consequences on front line services. Savings delivered to date include:-
3. **Council Jobs –**
 - Significant reductions in headcount were necessary during the period of the Government’s austerity programme austerity.
 - Since 2009 staff pay has been cut by over 23% in real terms (comparing average pay awards which have been greater at lower pay levels to reflect increases in the Government’s minimum wage and inflation as measured by the Consumer Prices Index).

4. Senior managers

- Reduced the size of the senior management team by 50% from 28 posts, to 14.
- Cut the number of middle managers by almost 50%.

5. Back office costs

- Cut back-office costs by over 50% since 2009, saving £14.9m a year.
- This scale of reduction is significantly greater than what most authorities have achieved through outsourcing or sharing services and has been achieved much more quickly as protracted negotiations with other councils or third party providers have been avoided. Retaining full control of these services also allows maximum flexibility to drive further changes in future.

6. Buying better value services

- Delivered £15.8m procurement savings over the past 15 years by renegotiating and re-tendering contracts for the provision of services.
- Secured savings of £30m over the lifetime of the waste collection and disposal contract.

7. Additional Income

- We will receive around £2.3m in 2023/24 from the New Homes Bonus paid by the Government to reward councils for increasing housing supply which is in line with figures issued as part of the provisional local government finance settlement.
- Increased income from more commercial approaches across our services over recent years, including increasing income from schools outside of Telford & Wrekin.
- As outlined earlier in this report, a strand of our approach to dealing with the Government's cuts to our Revenue Support Grant has been to increase income including through schemes that deliver wider benefits to the Borough such as regeneration of brown field sites, attracting new and retaining existing jobs. This additional income, after covering associated marginal costs makes a contribution to our fixed costs and has reduced the cuts to front line services that we would otherwise have to make.
- Income streams include the overall positive impact to the Council from our investment in high quality homes for private and affordable rent through our wholly owned company, NuPlace, which is projected at £2.0m in 2023/24 after covering all additional costs. NuPlace Ltd profit before tax was £0.573m in 2022/23 and is forecast at £0.450m in 2023/24 as full year interest charges

and increased costs of operation are incurred. It is also anticipated that the Council will receive a dividend from Nuplace in 2023/24.

- The profit from the solar farm which will exceed £0.7m and the net additional income from the Property Investment Portfolio which is being boosted by benefits being delivered from the Telford Growth Fund is projected to exceed £8.7m in 2023/24.
- Our success in delivering high quality support and advisory services to schools – whether they be maintained schools or Academies and whether located within the Borough – or increasingly, outside the Borough is also making a contribution.

8. Council buildings

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

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Welcome to Adult Social Care - Our Service Strategy

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

About us

Working with people and partners, Adult Social Care supports:

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

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

Service Vision

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



Meet the team:

Victoria Worthington, Adult Safeguarding & Deprivation of Liberties Safeguards

- Provides adult social care support for people under the Care Act 2014
- Specialist safeguarding service to discharge the Council's statutory responsibilities
- Operational Lead for Telford and Wrekin Safeguarding Adults Board
- Assessment and support under the provisions of the Mental Capacity Act 2005 Deprivation of Liberty Safeguards (MCA DoLS) to protect people who lack capacity to decide about their care and treatment.



Sara Podmore, My Options

- Providing Activity, Wellbeing and Care services for children, young people and adults across a large number of sites in Telford and Wrekin
- CQC registered services including Supported Living schemes, 24/7 care into people's own homes and the councils shared lives scheme
- Ofsted registered services- including supported accommodation- supported lodgings
- A number of day opportunity services
- ASC Workforce development lead.



Jonathan Rowe
Executive Director:
Adult Social Care, Health
Integration and Wellbeing



Simon Froud
Director: Adult Social Care
(Statutory Director of
Adult Social Services and
the Council's Caldicott
Guardian)



Clare Hall-Salter, Assurance,
Transformation and Financial Management

- Care Quality Commission (CQC) Overview and Lead
- Improvement Programmes
- Financial Assessment and Case Management
- Strategy and Performance Overview
- Co-production (linked to Principal Social Worker)
- Integration and ASC Partnership Programme Management
- Case management systems development and oversight
- Digital Transformation
- Appointeeship and Deputyship Financial Services
- Quality assurance and complaints management
- Policies and business process development
- Communications, Information and advice, including Live Well Telford (online directory of services)
- Business administration.



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

- Supporting people to avoid admission through the Rapid Response Team
- Supporting people to be discharged from hospital through the Telford Integrated Community Assessment Team (TICAT)
- Winter Planning lead
- Continuing Health Care (CHC) lead
- Better Care Fund Lead.



Sarah Bass, Place Based Commissioning,
Procurement and Brokerage

- Corporate Procurement
- ASC and CYP Procurement
- ASC and CYP Brokerage
- ASC and CYP Provider Quality Monitoring
- Integrated Care System (ICS) Place Based Joint Commissioning.

Photo
to be
supplied

Catherine Holden, Principal Social Worker

- Lead Social Work practice internally and externally with partners while supporting the organisation's vision for Adult Social Care
- Care Quality Commission (CQC) operational lead
- Quality Assurance operational lead
- Co-production lead.



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

- Provides adult social care support for people under the provisions of the Care Act 2014, Mental Capacity Act, Mental Health Act and Human Rights Act
- Delivering adult statutory social work requirements. Including assessment, support planning and timely reviews and supporting independence
- Locality working with partners and the community
- Prevention and Enablement services including Occupational Therapy, Sensory Services and Assistive Technologies for technology enabled care, Independent Living Centre and the Community Led Support Service
- Community Hubs promoting independence and wellbeing in the community
- Adult Family Connect Service
- Direct payments lead.



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

- Provides adult care support for people under the provisions of the Care Act 2014, Mental Capacity Act, Mental Health Act and Human Rights Act.
- Provide specialist mental health social work service working with partners (including 117 and AMHPs)
- Delivering adult statutory Social Work duties through assessment, support planning and reviews.
- Work with the local community and key partners to ensure the best outcomes for individuals, through community-based support, multi-disciplinary virtual hubs and partnership working
- Supporting young people with preparing for adulthood through transitions
- All-Age Carers lead.

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



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

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

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

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

Requests resulting in a service (Oflog)

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

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

Carer-reported quality of life (ASCOF/Oflog)

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

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

Outcome of short term services to maximise independence

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

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

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

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

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

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

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

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

Number of completed DoLS applications

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

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

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

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

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

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

Avoidable admission (BCF)

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

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

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

% ASC Workforce turnover rate (all sectors)

% vacancy rate in direct care care roles in ASC

% of care homes rated good or outstanding by CQC

Unit costs of homecare and long-term residential care

OUR ACHIEVEMENTS



Proportion of people using social care who receive self-directed support in the **top quartile nationally.**



Number of older people who remain at home 91 days after discharge from hospital into reablement services in the **top quartile nationally.**



Increased financial investment in Adult Social Care



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



Strategic partnership boards are **co-chaired by people with lived experience** and associated strategies are co-produced. E.g. Autism Strategy 2023-2028



Established the **Adults at Risk Service**



Digital excellence Shared Care Record, Virtual House and Smart Hub Initiatives



Co-production of the **Independent Living Centre** with CVS



Continued commitment to practice and development of staff. E.g. social work progression framework.

The table below shows the original revenue budget for 2023/24 for the Adult Social Care directorate.

EXPENDITURE £'000

Capital financing	26
Employees	17,803
Premises	82
Supplies and services	4,216
Support services	3,723
Third party payments	68,608
Transfer payments	5,882
Transport	140
Total EXPENDITURE	100,480

INCOME £'000

Interest receipts	-
Fees and charges	-
Government grants	(11,457)
Other grants, reimbursements and contributions	(11,354)
Recharges to other services	(2,106)
Rents	(150)
Sales	(10,881)
Total INCOME	(35,948)
NET EXPENDITURE	64,532

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

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

About us

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

Meet the team:



Emma Martin, Family Connect, Emergency Duty Team, Strengthening Families and Family Solutions
This service covers the 'Front Door' to Children's Social Care, and offers a range of Early Help support and intervention.

- Family Connect is a single point of contact for both adult and children services, and is the home of the Multi-Agency Safeguarding Hub for Telford (MASH)
- Emergency Duty Team provides out of hours safeguarding, mental health and crisis support for both adults, children and families
- Strengthening Families Teams' are locality based and provide a variety of early help family support interventions, including Family Hubs and managing the statutory responsibility of children centres
- Family Solutions Team, are responsible for minimising the need for children to become looked after by the Local Authority where it is safe to do. This service also includes our Family Group Conferencing function.



Tina Knight, Child Protection and Family Support (Duty and Assessment), Child Exploitation Service (CATE):

- Duty & Assessment Service receive referrals from Family Connect and assess the needs of the family and the young people within the home
- CATE Team specialise in services for children and young people who are affected by child exploitation.



Paul Grocutt, Family Safeguarding, Family Assessment and Family Time

- The Family Safeguarding Service is made up of five multi-disciplinary teams with children's Social Workers, domestic abuse officers, domestic abuse practitioners, adult recovery workers and mental health practitioners coming together to resolve the main family problems that cause harm to children's health and development.
- The Family Assessment Team undertake assessments of parents' ability to look after their children safely where safeguarding concerns have arisen. The team provides help and support to parents so that they are able to provide safe where this is required
- The Family Time Team supports children who are in our care to spend time with their families, supporting them to maintain their relationships



Laura Moore, Service Improvement and Efficiency brings together a range of functions to support and enhance Children's Safeguarding and Family Support and Education and Skills:

- Projects and Innovation
- Inspection logistics
- Policy and Procedures
- Business Support
- Business Systems
- Complaints and Assurance
- Traded Services
- Volunteering and Youth Offer
- Equality, Diversity and Inclusion



Jo Britton
Executive Director:
Children's and Family
Services



Darren Knibbs
Director:
Children's Safeguarding
and Family Support



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

- Supporting children and young people who are in long term care, requiring permanence or stepping down to family care arrangements.
- Providing a local offer to care leavers between 18 and 25
- Work with children who are the subject of Child Protection plans, care proceedings or need a longer social work input to support them living with their families
- Children with Disabilities Service provide a specialist service/intervention for children with a disability or complex needs
- Case workers support families following assessment where needs have been identified, working with families to devise a support plan
- Children's Occupational Therapists undertake assessments in the home where there may be a requirement for equipment for example bathing aids, specialist seating systems, specialist furniture or adaptations to the layout physical layout of the home.



Kelly Burgess, Fostering, Adoption and Permanence

- Family Finding and Targeted Services focus upon the recruitment of foster carers to meet a range of needs for children and young people in need of permanence
- Fostering (Mainstream) lead on the supervision and support for mainstream foster carers, foster to adopt carers and shared care carers
- Assessment and Permanency Team (Family and Friends) support permanency for children and young people who may become looked after or are already looked after.



Wendy Chetta, Independent Safeguarding and Advocacy Services

This area of the service comprises a team of experienced Social Workers and Advocates. The team leads on:

- Delivery of Child Protection Conferences
- Delivery of Child in Care Reviews
- Management of the LADO process and position of Trust.
- Annual Foster Home Reviews
- Advocacy for children and young people in care and subject to child protection procedures

The following strategic functions and practice development service report to the Children's Safeguarding and Family Support Senior Leadership Team

- Principal Social Worker, Practice Learning Team, Systemic Practice and which annual Practice Week

The Principal Social Worker has a lead role in disseminating best practice initiatives across the region and nationally and in turn ensuring that any elements are embedded within Telford and Wrekin.

- Acts as 'Virtual Head' for social work students, ensuring that placements are of a good quality and support is provided.
- Is responsible for overseeing the ASYE panel.
- Is responsible for ensuring that there is a clear workforce development plan.
- Provides a clear link between practitioners and senior leaders.

Working directly with students. ASYE's and Practice Educators, the Practice Learning team provides ongoing supervision and support. Working in collaboration with others, the team are responsible for delivering a designated training programme to ASYE'S. It is also responsible for the coordination of all student placements and oversees the Practice Supervisor and Practice Education Training.

- Quality Assurance, System Training and Development and Data Quality Responsible for coordination of all quality assurance, learning from compliments and complaints and feeding back learning to the service. Works to support all levels of the workforce with practice development and quality assurance
- Systemic Practice Commissioners sit within the service and work with operational teams to review new and emerging needs in terms of service provision, working to both shape and ensure sufficiency within the market and will close the loop between needs of children and young people, the operational teams and commissioned services.

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



Our aim – high quality practice and continuous improvement across all of our work with young people and families will be delivered

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

Delivering against the Ofsted Action Plan
% of service audits rated good or better
% of service audits scoring good for management oversight

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

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

Number of families supported by volunteers across the service

Number of Family Group Conferences

Number of care episodes prevented

% of cases transferring to Strengthening Families from Children's Social Care

% of Strengthening Families cases which achieved positive outcomes at point of closure

Our aim – outcomes for our children and young people will be improved

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

Timeliness of assessment for children and young people

Timeliness of permanence for children and young people

Monitoring SDQ scores for our children and young people and ensuring support mechanisms are in place

Our aim – children and families will be able to access the right support; in the right place at the right time

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

% of requests to Strengthening Families Support

% Early Help assessments completed

% of Early Help assessments completed by other agencies

% of Early Help Support plans

Number of Family Group Conferences

Our aim – children will be at the heart of everything we do

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

% of looked after children with life story work

Number of children in care reviews where the child is in attendance

% of social worker changes for children

Number of children and young people engaged with consultation and participation activities and forums

Everyone benefits from a thriving economy



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

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

% of care leavers in receipt of leaving care services

% of care leavers in suitable accommodation

% of care leavers in education, employment or training

% of care leavers who remain 'in touch'

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



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

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

% of experienced social workers in post

% staff turnover and vacancy rates

% of agency staff in post

% of staff trained in our local practice framework

% of staff completing relevant professional training (annual)

% of staff attending Equality, Diversity and Inclusion training

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

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

OUR ACHIEVEMENTS



Bright Spots Survey
Our children and young people in care told us that they had positive relationships in their lives in respect of social workers, carers and trusted adults



Implementation of **Mockingbird Constellation**
an innovative approach to fostering



In-house Foster Care modernisation plan
to support our amazing carers and show recognition to how central their role is in delivering positive outcomes for children and young people



Oversight of our **Social Worker recruitment and retention strategy**
focusing on our greatest and most valuable resource, our staff



Ongoing successes of Strengthening Families
an Early Help approach which supports the Supporting Families agenda



Strengthening our Youth Offer
which includes the establishment of a Youth Partnership Board and strengthening awareness raising of all youth activities, creating safer, stronger communities and helping young people to make positive choices and stay safe



Launch of Family Hubs
one-stop centres where families can get free information, guidance and support on infant feeding, mental health, healthy lifestyles and many other services.



Implementation and embedding of the **Family Safeguarding Model**
including a rollout of train-the-trainer sessions in Motivational Interviewing techniques and wider training across the system as a whole



Ongoing developing of our **Care Leavers Local Offer and Covenant**
to support local care experienced young people to access education, employment, independence skills including financial management, and wellbeing opportunities

The table below shows the original revenue budget for 2023/24 for the Children's Safeguarding and Family Support directorate.

EXPENDITURE £'000

Capital financing	288
Employees	18,647
Premises	120
Supplies and services	11,372
Support services	2,729
Third party payments	16,998
Transfer payments	1,571
Transport	335
Total EXPENDITURE	52,060

INCOME £'000

Interest receipts	-
Fees and charges	(50)
Government grants	(1,766)
Other grants, reimbursements and contributions	(3,602)
Recharges to other services	(1,035)
Rents	(38)
Sales	(357)
Total INCOME	(6,848)
NET EXPENDITURE	45,212

Welcome to Communities, Customer and Commercial Services - Our Service Strategy

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

About us:

Communities, Customer and Commercial Services brings together a diverse range of services with the largest workforce in the Council. Many of our services, such as Leisure, Customer and Welfare Services, directly deliver services to the community, whilst others, such as ICT focus more on supporting the organisation to get the basics right.

Meet the team:



Lee Higgins, Customer Relationships and Financial Welfare Services

- Running the corporate customer contact centre and improving the customer experience
- Leading on the deployment of the Council's Customer Strategy across the organisation
- Managing the benefits service including Housing Benefit, Council Tax Reductions, Free School Meals, Concessionary Travel, Emergency Welfare Assistance and one-off grants, such as the Household Support Fund
- Providing registration, ceremony and bereavement services (Births, Deaths and Marriages), including managing three cemeteries.



Stuart Davidson, Operations

- Running ten sports and leisure facilities
- Managing Telford Town Park
- Delivering school meals and commercial catering
- Providing a range of commercial and in house training services



Angie Astley

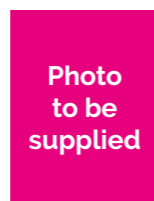
Executive Director:
Housing, Communities
and Customer Services



Fliss Mercer

Director: Communities,
Customer and Commercial
Services

- Providing cleaning and care-taking services in Council buildings, schools and commercial buildings
- Running advertising services and co-ordination of Services for Schools.



Louise Stanway, Community Services

- Providing community capacity building support to local organisations
- Providing support to Elected Members in their role as Community Leaders
- Facilitating consultation and engagement activity
- Leading on volunteering and supporting volunteer schemes for the Council
- Providing advice on equality, diversity and inclusion (EDI) and co-ordinating delivery of the Council's EDI strategy (EDI)
- Delivering community projects
- Managing a number of Council community grant programmes
- Co-ordinating the development and delivery of the Council's Climate Change Action Plan and related Borough-wide Action Plan.



Psyche Hudson, Culture

- Delivering and facilitating arts and cultural opportunities, including programming and managing Telford Theatre
- Helping to grow and develop the visitor economy through Visit Telford
- Developing and delivering a Borough-wide events programme.



Kirsty King, IDT (Information & Digital Technology)

- Providing ICT support and services to, Telford & Wrekin Council, schools, Town & Parish Councils, the voluntary sector and businesses
- Developing our digital services and leading the delivery of the Council's Digital Strategy.

OUR BUDGET

The table below shows the original revenue budget for 2023/24 for the Communities, Customer and Commercial directorate.

EXPENDITURE £'000

Capital financing	3,139
Employees	19,422
Premises	373
Supplies and services	10,610
Support services	10,246
Third party payments	360
Transfer payments	45,869
Transport	120
Total EXPENDITURE	90,139

INCOME £'000

Interest receipts	-
Fees and charges	(3,384)
Government grants	(48,789)
Other grants, reimbursements and contributions	(719)
Recharges to other services	(13,589)
Rents	(118)
Sales	(18,974)
Total INCOME	(85,573)
NET EXPENDITURE	4,566

Everyone benefits from a thriving economy



Our aim – residents have pride of place

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

- Number of people attending TWC-run events
- Number of visits to The Place/% occupancy
- Customer satisfaction – panto/other shows

Our aim – the leisure and business visitor economy grows through investment

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

- Volume of visitors returning to our top tourism attractions
- Number of businesses engaged with Visit Telford
- Number of visitors to Visit Telford website and average duration of website visit
- Number of followers on Visit Telford social media channels

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



Our aim – the Council/Borough is carbon neutral by 2030

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

- Reduction in greenhouse gas emissions from Council operations as a result of actions delivered*
- Achieving plastic-free borough status by 2024

All neighbourhoods are a great place to live



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

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

- Number of Council engagement activities supported per year
- Number of partner engagement activities supported per year

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

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

- Number of Council volunteers that support the delivery of TWC services
- Number of community and voluntary groups receiving support and advice from TWC
- Number of community and voluntary groups supported by TWC to start up and deliver provision

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

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

- Speed, accuracy and customer satisfaction with processing of
 - Council Tax Reduction
 - Housing Benefits
- And the speed with the processing of
 - Blue Badge
 - Concessionary travel
 - Emergency welfare/crisis assistance
 - Discretionary hardship
 - Free School Meals

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

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

- % of residents who agree that their immediate area is a place where people from different backgrounds get on well together
- Number of complaints received by the Council that are based on discrimination or unfair treatment

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



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

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

- Take-up of free school meals through TWC Catering Services
- Number of visits to Leisure Centres
- Number of concessionary visits to Leisure Centres
- Telford Town Park – retention of Green Flag status

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

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

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

- Number of complaints received (Stage 1 & 2)
- % of complaints responded to within target response time
- Number of compliments/positive feedback received
- Number of Ombudsman's complaints upheld
- % compliance against accessibility standards for all Council run websites
- Net promoter score (Leisure Services)
- Customer contact centre:
 - Calls answered in less than 10 minutes
 - Call abandonment rate
 - Average time to answer calls
 - % satisfaction with customer contact centre
 - Average time to answer emails
 - Average time to answer web-chats
 - % satisfaction with web-chat/chatbot

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

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

- No of online transactions and online payments
- No of visits to www.telford.gov.uk and other websites

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

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

- % of ICT service availability
- % of P1 and P2 ICT incidents and requests responded to within SLA
- Cyber security – yellow/green annual audit

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

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

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

OUR ACHIEVEMENTS



National and regional recognition of our services



Green flag for Telford Town Park; BETT award finalists – Technical or IT Support Service; LGC Public Health award finalists – Betty the Bus; Highest ranking single tier council in the Midlands for our climate emergency scorecard ;APSE Leisure Services Team of the Year (finalists), Winner of APSE Best Transformation and Efficiency Initiative, Winner of Public Sector Contact Centre of the Year (UK Contact Centre Forum Awards), bronze award for burial processes (Institute of Cemetery and Crematorium Management)of ; Soil association bronze award for Catering



Consistently exceeding 90% customer satisfaction
in the customer contact centre



Delivering and participating in a wide range of grant schemes
including Household support fund; Councillors Pride fund; King's Coronation Celebration Grant; cost of living grants



Supporting the Council's cost of living response
including providing additional support to foodbanks and establishing a network of over 30 warm and welcoming spaces



Reducing the Council's carbon footprint by 60%



Sustaining and growing excellent services for schools
Delivery of free swimming lessons to over 1,000 children through the 10x10 scheme.



Successfully attracting customers to come back
to our facilities post Covid eg Leisure Centres and The Place Theatre and encouraging visitors to return to the Borough through Visit Telford



Delivering an expanded community events programme

including co-ordinating activity across the Council for the King's Coronation and delivering new events, such as the We are Telford Drone Show and festive gardens



Welcome to Education and Skills - Our Service Strategy

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

About us:

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

Meet the team:



Andy Cooke, Alternative Provision and Children in Care
The team are responsible for working with and supporting schools, young people and their families when children and young people are in need of additional support to enable them to engage successfully in their learning. In particular, the team supports in the following ways:

- To provide a range of alternative provision and interventions for those young people for whom full time mainstream provision is not appropriate and to support those young people to make transitions back into mainstream or into further education
- Responsibility for Ensuring that the Linden Centre and Student Engagement Programmes Programme, as part of the Alternative Provision offer, provide a high quality educational offer
- To commission Key Stage 4 Alternative Provision at Kickstart from the Learning Community Trust
- To build capacity and skills in schools to manage behaviour effectively, using strategies which recognise children's wider adverse experiences. Development trauma informed and implementation relational practice. Implementing the principles of the 'Belonging Strategy' in schools to support this work
- Facilitating the Fair Access Panel to ensure 'Hard to Place' young people are allocated to appropriate provision and placements of children
- Ensuring that children implement additional support to allow young people to be successful in care mainstream schools
- Ensuring that Children in Care are attending, achieving and making good progress through the work of the Virtual Head teacher and Virtual School Education Advisers and Education Officers Team



Liz Smith, Achievement and Enrichment

This service area is responsible for ensuring that every child in the borough can access good quality education and childcare. Teams in this area are responsible for delivering the following services:

- Oversight of the performance of pupils in all of our schools and of the outcomes for maintained schools at OFSTED inspection
- Statutory monitoring and support of maintained schools in line with the Local Authority's 'Securing School Improvement Policy'
- School governance services including legal advice & support and governor training
- Strategic delivery of early years and childcare provision and advice and support to early years providers both in schools and across the private

Increasing the stability of educational placements for Children in Care is key to achieving this

- Supporting Virtual School Head Teacher's extended duties. for Children with a Social Worker and previously looked after children. Ensuring that these young people are attending, achieving and making good progress – educational stability and an full time education offer is key to achieving this
- Coordinating the Councils strategy as Corporate Parents
- Ensure access to outdoor learning opportunities for children through the Arthog Outdoor Education Programmes for schools in Wales and children through Arthog Telford
- Provide support for children and young people during the main school holidays through the Happy, Healthy, Active Holiday programme.



Jo Britton

Executive Director:
Children's & Family Services



Simon Wellman

Director: Education and Skills



Natalie Bevan, SEND and Personalisation 0-25

The Special Educational Needs and Disability (SEND) and Personalisation 0-25 service area is responsible for coordinating the local authority's statutory obligations related to the Children and Family Act, 2014 and undertaking the duties specified within the SEND Code of Practice 2015. The SEND service area includes the following teams: Educational Psychology (EPS); Learning Support Advisory Teachers (LSAT); the Special Educational Needs and Disability team; Portage and Sensory Inclusion. Key areas of activity are:

- Early intervention work, capacity building and inclusion by supporting the graduated approach that aims to build the resilience of mainstream settings to meet increasing complexity of need
- Co-production of plans and new initiatives with key stakeholders including care and health professionals, parents, children and young people. Our work is underpinned by our strategy for SEND which can be found on the local offer at www.telfordsend.org.uk
- Education, Health and Care assessments for children and young people aged 0 to 25
- Monitoring annual reviews and managing aspects of the high need budget
- Providing additional funding to support SEND across early years, school and college settings and commissioning specialist provision where appropriate.



Adam Womack, Access and Sufficiency

The Access and Sufficiency service ensures all children and young people have access to educational settings. The function of the teams include:

- Coordination of all admission processes including those starting primary, junior and secondary schools; and those that apply for a school place in-year
- Providing a comprehensive admission appeals service to schools
- Home to School Transport Assistance, working closely with Transport Commissioning
- Pupil Place Planning – forecasting the number of school places required in future

- and voluntary sector to ensure high quality provision
- Advice to schools and Early Years providers on safeguarding issues and the management of OFSTED qualifying complaints
- The monitoring of educational provision for children educated at home
- Improving and ensuring good school attendance including delivery of the statutory guidance 'Working together to improve school attendance'
- Multicultural development services, including support for EAL pupils and the development of a curriculum which prepares pupils for life in modern Britain.



Sue Marston, Skills

The Skills Service Delivery Unit offers a range of services to help residents of all ages to access education, training and employment opportunities. The teams include:

- Learn Telford – adult and community learning for individuals, families in localities to access information, advice and activity to raise aspiration, educational attainment and support into learning/employment
- Job Box and Youth Unemployment – working with all ages to increase employment, aspiration and enable young people to maximise potential and specialist support to individuals with Learning Difficulties and Disabilities to enter the job market
- Life Ready, Work Ready – linked with Job Box facilitating stronger links between employers and schools/colleges to increase quality/range of experience for young people about work and equip them for employment opportunities in borough
- National Careers Service – traded service working with those aged 20+ to support into employment
- Future Focus – traded service in schools providing information, advice and guidance to support young people into education, employment, training. Support and guidance for young people in the borough who are NEET- not in education employment or training and help them overcome barriers.



Laura Moore, Service Improvement and Efficiency (Children's Services)

The Service Improvement and Efficiency team works across both Children's Safeguarding and Family Support and Education and Skills, providing strategic improvement and transformation support. In summary the service is responsible for the following:

- Business Administration Support (Children's Services)
- Projects Team (Children's Services)
- Volunteering Coordinator and Volunteer Services (Children's Services)
- Equality, Diversity and Inclusion
- Business Systems (Education and Skills)
- Traded Services (Education and Skills).

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



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

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

- % of good or outstanding schools
- % of children in good or outstanding early year's settings
- % of pupils reaching the expected standard in Reading, Writing and Maths at Key Stage 2
- Pupil progress in reading, writing and maths reported
- Average Attainment 8 Score at Key Stage 4
- Average Progress 8
- % of children achieving a Good Level of Development (GLD)
- % of children reaching the expected standard in Phonics
- % of school attendance rate
- Performance of our disadvantaged children against their peers
- % of school attendance

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

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

- Number of attendees at community events
- Number of school admission applications responded to within 20 days

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

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

- Destination data at Key stage 4 and Key stage 5
- Post 16 attainment
- Rate of entry to higher education - (including specific data disadvantaged CYP & SEND?)
- Take up of apprenticeships age 16/17
- Youth Unemployment Annual population survey

Reduction in NEETs and Not Known

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

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

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

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

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

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

- % of providers and schools meeting safeguarding requirements at inspection
- % of statutory school aged children who electively home educated which is deemed unsuitable
- Rate of suspensions:
 - Primary
 - Secondary
 - Special
- Overall % of pupils receiving a permanent exclusion

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

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

- Number of school admission applications responded to within 20 days
- % of eligible parents accessing the free 30 hour childcare offer
- % of BAME families accessing the free 30 hour childcare offer
- Availability of information sources in languages other than English Accessibility of information – for hearing impaired / visually impaired parents/carers
- % of disadvantaged 2 year olds (low income families) who access free Early Years childcare entitlement
- % of new educational provision compliant with regulatory Standards

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

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

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

% of EHCPs graded good or better

% of PEP graded good or better through QA process

% of parents giving good or excellent feedback about EHCP assessment process (including transfers)

% of PEPs completed termly

% of FTEs & PEXs term on term – from EYFS up to P16

Number of children who have opportunities to access regular outdoor learning (through schools using their own outdoor space) and at least one residential experience during school

Everyone benefits from a thriving economy



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

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

- % of staff completing relevant professional training (annual)
- % of staff trained in Equality and Diversity to ensure that we are inclusive of and effectively meeting the needs of the individual needs of children and families within the borough

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

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

OUR ACHIEVEMENTS



An additional
1800 school places
created over the last 5 years



Timely completion of
Education, Health and Care Plans (EHCPs)
for children with SEND



97% children starting primary school and 95% of children moving to secondary school were offered one of their top 3 preferences



Falling youth unemployment



Continued support for
children from Afghanistan and Ukraine
to find school places



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



Refreshed child focused Corporate Parenting Strategy



Raising achievement for disadvantaged pupils through the RADY project



Permanent exclusions significantly below national average.

The table below shows the original revenue budget for 2023/24 for the Education and Skills directorate.

EXPENDITURE £'000

Capital financing	7,280
Employees	12,874
Premises	315
Supplies and services	2,258
Support services	3,605
Third party payments	126,796
Transfer payments	909
Transport	3,110
Total EXPENDITURE	157,141

INCOME £'000

Interest receipts	-
Fees and charges	(187)
Government grants	(134,046)
Other grants, reimbursements and contributions	(2,206)
Recharges to other services	(1,238)
Rents	-
Sales	(4,664)
Total INCOME	(142,341)
NET EXPENDITURE	14,806

Welcome to Finance and Human Resources - Our Service Strategy

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



David Sidaway
Chief Executive



Michelle Brockway
Director: Finance and Human Resources

About us:

Finance and Human Resources is dedicated to working with and supporting Council colleagues, schools and partners to improve outcomes for the community. It collects income and pays invoices, which are critical to the Council's reputation with residents and businesses. Ensuring that the organisation receives accurate, timely, creative and constructive support and advice is even more critical as resources continue to reduce and services are exploring new and innovative ways to deliver savings. The teams work in accordance with legislation, relevant regulations, professional standards and our Cooperative values. The Finance and Human Resources director is the Council's Section 151 Officer.



Photo to be supplied

Meet the team:

Pauline Harris/Ed Rushton, Corporate and Capital Finance

- Providing a complete financial service to the Council and external customers which includes: financial advice and guidance; income and expenditure monitoring; final accounts; budgeting and forecasting; cost modelling; income management; taxation; treasury management; financial systems support and development
- Meeting statutory requirements, including budget and council tax setting, production of the Statement of Accounts and statutory returns
- Supporting trading activities, grant bids, funding claims, and specific projects including investment programmes.



Photo to be supplied

Tracey Smart, Education and Care Finance
Michelle Brockway, Housing, Communities and Prosperity Finance

- Providing a complete financial service, to a range of key council services and external customers which includes: financial advice and guidance; income and expenditure monitoring; final accounts; budgeting and forecasting; cost modelling;
- Meeting statutory requirements, including completion of Government returns
- Supporting trading activities, grant bids, specific projects and cost improvement plans.



Sophie Lane, Revenues, Payments and Payroll Service

- Maximising billing and collection of income due to the council
- Providing a modern and cost effective printing and postage solution for the authority
- Provide timely and accurate payments to employees and suppliers, and maintenance of employment contracts
- Retaining existing external business and gaining new business
- Supporting the further development of the Resource Link system.



Hannah Preece, Service Delivery Manager: Human Resources

- Provision of a high quality HR service internally and externally and maximising external income.

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



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

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

Customer satisfaction and retention of business from external customers

Meeting internal and external deadlines

Making correct payments on time

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

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

Completion of tax base setting (31 Jan)

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

Provision of regular financial monitoring reports to Cabinet

Our aim – opportunities for external income will be maximised

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

Achieve target for external income generation

Our aim – monies owed to the Council will be collected

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

% of council tax collected

% of business rates collected

% of sales ledger collected

% of housing benefits overpayments collected

Complete and return monthly VAT claim

Our aim – teams will be effective and efficient

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

Ensuring APPDs and regular one to ones are undertaken

Managing sickness absence

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

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

Number of self service options in ResourceLink

Minimise system downtime

Our aim – good governance and statutory obligations will be met

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

Completion of statement of accounts for the Council and Nuplace

Avoidance of penalties for late submissions and statutory returns

Financial comment on all Cabinet reports

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

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

Achieve balanced budget

OUR ACHIEVEMENTS



Balanced budget assisted with the delivery of **over £156m ongoing savings** for the Council over the past 13 years

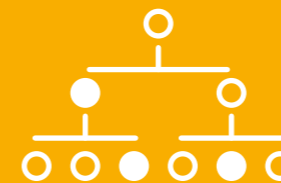


£983k

External income generated - winning new clients and maintaining vast majority of current business



Maintained tight and effective financial control with Council Spend being **within budget for the past 13 years**



Developing and operating a VR scheme to support the Council's savings programme



Accurately processing £183m of internal and external payroll transactions and making payments totalling £386m via 117k transactions



"Clean" audit opinion received for the Council's accounts in all previous years where the audit has been completed



Collecting **99.6%** of council tax and business rates in previous years



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



Supporting bids for external income

The table below shows the original revenue budget for 2023/24 for the Finance & HR directorate.

EXPENDITURE £'000

Capital Financing	13,709
Employees	6,038
Premises	-
Supplies and Services	999
Support Services	2,487
Third Party Payments	9
Transfer Payments	-
Transport	8
Total EXPENDITURE	23,250

INCOME £'000

Interest receipts	(520)
Fees and Charges	-
Government Grants	(216)
Other Grants, Reimbursements and Contributions	(5)
Recharges to Other Services	(6,135)
Rents	-
Sales	(1,943)
Total INCOME	(8,819)
NET EXPENDITURE	14,431

Welcome to Health and Wellbeing - Our Service Strategy

Welcome to our Service Strategy, which shows how Health and Wellbeing will contribute to the delivery of the Council's Plan to 'Protect, Care and Invest to create a better borough' and to the Health and Wellbeing Board's new Health and Wellbeing Strategy 2023-2027. Closing the inequalities gap is at the heart of the new Health and Wellbeing Strategy and is a key focus of our work.

Our vision - happier, healthier, fulfilled lives



Borough Vision 2023 ambition – inclusive, healthy, independent lives

The Service Strategy summarises what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our key performance indicators, KPIs). The detail of how each team will deliver the aims and KPIs that apply to them will be set out in individual Business Plans.

About us:

Health and Wellbeing work with communities, a range of partners including the NHS and council service areas to create more resilient, happier communities to prevent poor health and reduce inequalities systematically. Some of our services such as Libraries and Healthy Lifestyles directly deliver services to the community, whilst our commissioning team are the lead for ensuring public health services are safe, sustainable, effective, integrated and outcome-focussed. Our Health Protection service leads the protection of our resident's health from a range of threats by monitoring and management of food and water and safety and infectious diseases. The Civil Resilience team works to ensure that the Council responds appropriately to and recovers from threats such as a major incident or emergencies. Our internal health and safety team provides competent health and safety advice guidance and support for all service areas across the council.



Jonathan Rowe
Executive Director:
Adult Social Care, Health
Integration and Wellbeing



Meet the team:

Helen Onions, Public Health

- Commission effective and efficient public health programmes and services that improve outcomes for children, young people and adults, with a particular focus on reducing inequalities
- Coordinate collaborative action to reduce health inequalities across the Council, with the NHS and other partners
- Support the NHS, the Council and other partners to make prevention and improving well-being everybody's business and managing demand through an integrated whole-system approach, with a focus on children and young people
- Develop and co-ordinate partnership strategies across partners on the best start in life agenda and to tackle such issues such as domestic abuse and drugs and alcohol misuse that will to make a difference to the wellbeing of vulnerable residents
- Provide Healthcare Public Health advice to the local Integrated Care System.



Liz Noakes
Director:
Health and Wellbeing



Louise Mills, Health Improvement and Libraries

- Delivery of 'Live Well' and 'Ageing Well' programmes aimed at encouraging healthy lifestyles and improving mental wellbeing
- Oversee delivery of our partnership strategy for Healthy Weight
- Embed prevention and health promotion into the everyday practice for health and care staff and volunteers
- Delivery of public health campaigns aligned to our priorities
- Embed health improvement advice and lifestyle interventions within clinical pathways



Nicky Minshall, Health Protection

Nicky leads the Health Protection Service that includes the Food, Health and Safety team, Health Protection hub, Corporate Health and Safety and Civil Resilience team.

- Our Health Protection hub leads and delivers the Council's response to threats to Public Health including Covid-19 and other infectious diseases.
- Our Food, Health and Safety team protects health, safety, economic and environmental wellbeing and quality of life through monitoring and management of food and water and safety and infectious diseases.
- Our internal Health and Safety team provides competent health and safety advice, guidance and support for all service areas across the Council
- Our Civil Resilience team ensure the Council is able to respond to emergencies:
 - o Enable the Council to be ready to respond in an emergency
 - o Enable the Council and the Community to recover from an emergency
- Ensure the Council is able to operate critical services during an emergency or business continuity event.

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



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

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

- Reducing levels of maternal and childhood excess weight and obesity
- Reducing smoking rates amongst pregnant women and their families
- Improving breastfeeding rates
- Increasing the number of children and families who are active
- Reducing teenage conception rates
- Increasing the number of infants achieving their expected level of development
- Continuing to improve the effectiveness and reach of our commissioned Health Child Programme

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

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

- Reducing levels excess weight and obesity
- Increasing the number of people being active
- Increasing the number of people who quit smoking – particularly those in routine and manual occupations
- Increasing the uptake of early detection or prevention programmes such as screening/reviewing and relaunching the NHS Health Check programme
- Increasing the reach and engagement of our public health messaging via our Healthy Telford social media platforms

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

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

- Increasing the number of active borrowers and frequency of visits to our libraries
- Reducing the impact of loneliness on our residents
- Supporting the Community Libraries and increasing the number of people actively volunteering in libraries

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

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

- Improve overall healthy life expectancy in men and women
- Narrow the gap in life expectancy between deprived and more affluent parts of our communities
- Narrow the inequalities gap in life expectancy for people with serious mental health problems

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

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

- Increasing the number of people actively volunteering in our services and other health improvement roles
- Reducing loneliness and social isolation
- Promote 'Five Ways to Wellbeing' and other campaigns to improve wellbeing
- Working with partners to reduce the number and impact of suicides amongst our residents

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

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

Increasing number of people receiving brief advice and entering alcohol treatment

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

Maintaining our low rates of sexually transmitted infections

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

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

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

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

- Maintaining a high level of monitoring & management of food and water and safety compliance within the borough
- Reducing the harm caused by infectious diseases

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

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

Maximising the uptake of immunisation programmes focussed on narrowing inequalities

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

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

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

OUR ACHIEVEMENTS



Provided direct practitioner support to 22 schools through our Health & Wellbeing Programme as part of our approach to tackling childhood obesity. A further 40 schools have benefitted from information, advice and guidance through our universal offer available to all schools



95% of babies received a new birth visit by a Health Visitor within 14 days and 86% received checks at 6-8 weeks – both above the England average. The number of babies receiving their 12 month check (84%) improved during 2022/23



Numbers in alcohol treatment have increased and treatment outcomes are **better than national average** and within top 20% of LAs in the country



1125

Food Inspections undertaken. Food Safety Authority Recovery Programme targets have been achieved and exceeded



Launched the Telford and Wrekin new Domestic Abuse Service 462 frontline workers across 80 partner organisations

received domestic abuse training and 107 domestic abuse workplace ambassadors trained – the majority of primary schools and GP surgeries now have an ambassador



Our library services attracted **XXX** 'Active Borrowers' - this sees the service **returning to pre-covid borrower rates**



113 H&S Audits carried out

in our buildings, schools and service areas



LET'S GET TELFORD HEALTHY

Supported **2,400** residents to make steps to improve their lifestyle



3,500

engaged in our community led health inequalities projects

The table below shows the original revenue budget for 2023/24 for the Health, Wellbeing and Commissioning directorate.

EXPENDITURE £'000

Capital financing	-
Employees	3,415
Premises	56
Supplies and services	8,099
Support services	1,623
Third party payments	(29)
Transfer payments	-
Transport	22
Total EXPENDITURE	13,244

INCOME £'000

Interest receipts	-
Fees and charges	-
Government grants	(9,590)
Other grants, reimbursements and contributions	(60)
Recharges to other services	(1,495)
Rents	-
Sales	(149)
Total INCOME	(11,294)
NET EXPENDITURE	1,950

Welcome to Housing, Employment and Infrastructure - Our Service Strategy

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

About us:

Housing, Employment and Infrastructure brings together strategic and frontline services that have a major influence on the physical and economic growth and success of the Borough and ensuring that all residents are able to benefit whether through employment or housing choice. Our Services include frontline delivery of housing support and advice to prevent and reduce homelessness, managing the Council's privately rented and specialist housing stock, commissioning housing solutions including through housing associations and developers to deliver housing that reflects the needs of all our communities. Through the work of our Private Sector Housing Team working to drive up the quality and condition of housing across all tenures and tackle empty properties.

Alongside this we work directly with existing businesses from start up to multi nationals to support their resilience and growth and to promote the Borough to new investors delivering new jobs and commercial opportunities for the Borough and the Council. The Service is leading on the regeneration of our Borough Town High Streets through Pride in Our High Street and working with our colleges, Universities and skills providers to deliver the skills and training needed by our employers and to increase employment opportunities.

The Service is also responsible for establishing long term land use strategy – the Telford & Wrekin Local Development Plan. This sets out the scale and location of new housing and employment development, greenspaces and infrastructure and policies that support corporate priorities including health and wellbeing, climate change, housing need and regeneration influencing the growth of the Borough over the next 20+ years.



Meet the team:

Kathy Mulholland, Business Support and Inward Investment

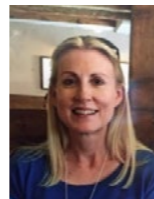
- Delivering business support to all businesses from start up to multi nationals
- Engaging with investors, regional and national agencies and across services to bring new companies into the borough creating jobs and supply chain opportunities
- Marketing and promoting the Borough to investors across all sectors
- Account management of existing companies to support opportunities for expansion and diversification

- Delivery of employment support services to businesses supporting growth or changing employment requirements, including Job Match and Work Local
- Delivering a range of projects to support economic regeneration including Pride in Our High Street
- Maximising value to the Borough through relationships with economic partners/bodies e.g. Telford Business Board, Chamber, Federation of Small Businesses and the Marches Local Enterprise Partnership
- Managing Telford's UK Shared Prosperity funds



Angie Astley

Executive Director:
Housing Communities and
Customer Services



Katherine Kynaston

Director: Housing,
Employment and
Infrastructure



Toni Guest, Housing Solutions

- Providing housing advice and support to all residents
- Delivering advice and support to prevent people becoming homeless and support those who are homeless to find long term housing solutions.
- Working across services to develop support for those fleeing domestic abuse and with complex needs
- Providing a property management service for residential properties owned and managed by the Council and on behalf of Nuplace
- Supporting vulnerable residents to live independently at home, for longer through the adaptation of properties and provision of housing grant support.



Gavin Ashford, Strategic Planning

- Delivering the Telford & Wrekin Local Development Plan setting the land use planning framework for the borough to 2040 establishing where new development will be located
- Establishing new land use policy that supports the delivery of corporate priorities including supported & specialist housing, accessible greenspaces and carbon reduction
- Enabling the delivery of new infrastructure that supports corporate priorities including economic growth, the Local Transport Plan, Climate Change, Health & Wellbeing Strategy and addressing inequalities between communities
- Supporting the delivery of Neighbourhood Development Plans by Parish and Town Councils.



Ravi Phull, Strategic Housing and Regeneration

- Delivering a long term housing strategy that ensures the development of the right accommodation for residents throughout their lives
- Commissioning and influencing market delivery of accommodation that meets local housing needs including for adult social care, vulnerable children and families and to address homelessness
- Commissioning accommodation solutions through the Council's Housing Investment Programme and directly by the Council as a Registered Provider
- Management of allocations and referrals into existing accommodation including social housing, across all vulnerable groups
- Driving up the standards of private rented housing through the Better Homes for All initiative
- Improving the energy efficiency of homes by providing grants to address fuel poverty, advice and support and contributing to our net zero carbon targets
- Working to bring long term empty properties back into use
- Helping home owners and private tenants remain safe, secure, comfortable and independent in their own homes
- Delivering a range of place based projects to support physical, social and economic regeneration and levelling up communities.

The table below shows the original revenue budget for 2023/24 for the Housing, Employment and Infrastructure directorate.

EXPENDITURE £'000

Capital financing	-
Employees	3,472
Premises	106
Supplies and services	2,925
Support services	1,464
Third party payments	618
Transfer payments	-
Transport	12
Total EXPENDITURE	8,597

INCOME £'000

Interest receipts	-
Fees and charges	(324)
Government grants	(2,327)
Other grants, reimbursements and contributions	(674)
Recharges to other services	(1,480)
Rents	(840)
Sales	(793)
Total INCOME	(6,438)
NET EXPENDITURE	2,159

All neighbourhoods are a great place to live

Our aim – stronger, sustainable communities and neighbourhoods will be created and inequality will be tackled through place shaping

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

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

Maintaining support to Parish & Town Councils choosing to develop Neighbourhood Plans

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

Enabling an increase in the proportion of affordable homes delivered in the Borough

Implementing Supplementary Planning Guidance to deliver more Supported & Specialist Accommodation

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

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

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

Delivering a new Framework for Providers of Supported Accommodation maximising opportunities to access provision for our most vulnerable groups

Increasing the number of successful nominations with our Registered Providers (Housing Associations) increasing housing choice for those in housing need

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

Shaping market delivery of homes that meet need by Nuplace and through development management (planning)

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

Increasing the number of disabled facilities grants and wellbeing grants provided to support vulnerable people live at home, independently for longer

Enabling the development of a range of new specialist and supported and move on accommodation tailored to reflect the needs within our communities including a focus on:

- Care leavers
- Adults with Learning Difficulties
- Rough Sleepers
- Physical Disabilities
- Adults with Mental Health issues

Working with Children's Services to deliver a new Housing Protocol to ensure the right support and accommodation solutions are developed for vulnerable young people

Enabling the delivery of housing suited to older residents that supports independent living

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

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

Maintaining prevention and relief from homelessness by:

- Number of homelessness clients prevented from becoming homelessness
- Number of clients relieved from homelessness

Continued delivery of Telford Housing First

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

Increasing the number of units of emergency accommodation for those fleeing from domestic abuse

Increasing the number of temporary accommodation units owned by Telford & Wrekin Council to reduce the usage of bed and breakfast

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

Reviewing and relaunching the strategic Housing Partnership and networks to drive delivery of housing strategy and ensure priorities continue to meet customer needs

Delivering the Homelessness Strategy

Our aim – better homes will be delivered for all

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

Increasing the number of long term empty homes brought back into use

Reducing fuel poverty through targeted interventions to increasing energy efficiency of properties supporting climate change and health inequalities

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

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

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

Ensuring all our supported accommodation providers are vetted and providing the correct level of support in safe and healthy properties, thus helping to reduce our housing benefit subsidy losses

Meeting targets for void and rent collection as part of our responsibility for managing the 460+ Nuplace and Telford & Wrekin Homes property portfolio

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

Everyone benefits from a thriving economy

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

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

Increasing the number of business engagements

Increasing the number of businesses supported via the Growth Hub

Increasing the number of business start ups supported

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

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

Bringing more empty premises in our Borough Towns back in to use supporting the diversification and resilience of our High Streets

Our aim – growth and investment will increase

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

Increasing the number of new businesses investing in the Borough either domestic or foreign direct investment

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

With business leaders and stakeholders driving delivery of our new Invest Telford Economic Development Strategy

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

Supporting the implementation of the Telford Town Deal £22.3m Investment Plan
Delivering our UKSPF business support programme – Thrive Telford

Lobbying and bidding for further Government investment to support Levelling Up

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

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

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

Reviewing and streamlining employability related training provision

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

Increase the direct engagement of businesses with hard to reach communities through Work Local

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

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

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

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

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

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

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

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

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

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

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

Taking a data and intelligence led approach to service delivery that seeks to address inequalities across our communities

Engaging with key partners and service users in the development of services including businesses and representative bodies, Developers and Housing Associations, Wrekin Landlords Association and tenants and the Homelessness Task Group

Ensuring regular team, individual and annual performance discussions are undertaken with all staff and workforce planning is embedded in Business Plans

OUR ACHIEVEMENTS



1st local authority to adopt

Supported & Specialist Supplementary Planning Document
Homes for All



Prevented or relieved 929 clients from homelessness

in 2023/24 and provided advice to over 3400 resident.



Bringing 200 long term empty properties back into use



Grant funding the set up of 60 new high street businesses

through PIOHS to date



Inspecting 500+ private rented properties

ensuring they are hazard free and supporting tenants



Delivering 23 Telford 'First Homes' supporting ex Roughsleepers to rebuild their lives



Bringing £5m+ funding delivering 900 energy efficiency measures in residents homes



Supported local decision making through the adoption of neighbourhood plans



Attracting £4.77m ERDF grants for businesses growth supporting over 400 new jobs

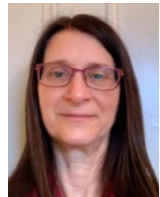
Welcome to Neighbourhood and Enforcement Services - Our Service Strategy

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

About us:

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

Meet the team:



- Anita Hunt**, Group Manager: Public Protection
- The Trading Standards and Licensing Trading Standards team support local business and protect consumers by explaining legislation around regulation
 - Our licensing team are responsible for the administration and enforcement of a wide range of licences, permits and registrations including taxi licencing and premise licensing
 - The team also play an important role in supporting the night time economy while undertaking a key role in Multi-Agency Targeted Enforcement (MATES) activity.



- Matt Powell**, Service Delivery Manager: Strategic Transport and Highway Network Management
- The Passenger Transport team provide transport services children and young people to travel to school or college as well as vulnerable adults accessing My Options
 - Our Road Safety deliver projects to promote active travel such as safe routes to school and cycleway improvements. This is complimented by the delivery of Road Safety Education training including Bikeability, Stepping Out and Independent Travel Training
 - The Transport Strategy team engage with Public Transport partners including both rail and bus operators to promote, develop and support the use of public transport across the borough (and beyond). This team also manage and develop Transport Strategy and Policy while leading on bids for external funding to deliver transport and infrastructure improvements across the borough
 - The Streetworks and Network Management team manage street works and road availability working jointly with utility companies, developers and internal contractors to keep Telford on the move.



- Paul Fenn**, Neighbourhood Enforcement Manager
- Neighbourhood Enforcement and Anti-Social Behaviour teams use regulatory powers and CCTV to tackle environmental crime, fly tipping, nuisance vehicles, civil parking enforcement and antisocial behaviour whilst overseeing the councils work on supporting our Gypsy and Traveller community
 - In some cases enforcement activity is supported by working in partnership with our Town and Parish Councils through the Community Action Team
 - Neighbourhood Enforcement also undertake Environmental Protection duties that include air quality monitoring along with responding to complaints from excess noise and dust.



Angie Astley
Executive Director:
Housing, Communities
and Customer Services



Dean Sargeant
Director:
Neighbourhood and
Enforcement Services



- Adam Brookes**, Service Delivery Manager: Highways, Engineering and Project Delivery
- The team are responsible for inspection and management of highway assets including roads, footpaths, structures, street lighting and drains and manage a variety of highway and engineering projects. Gritting of the highway as well as 24hr emergency response is also delivered by this team
 - The team deliver a variety of highway improvement schemes including traffic management, road safety and large civil engineering projects through our delivery partner Balfour Beatty Living Places.
 - Land stability in the Gorge, decommissioned landfill sites and inspection of spoil mounds across the borough and well as flood risk management is also a key part of delivery.
 - The team offer a variety Civil Engineering Services to internal and external clients which includes ground investigations, site surveys, design, project management and site supervision.



- Debbie Germany**, Service Delivery Manager: Strategic Waste and Neighbourhood Services Performance
- The strategic waste team work in partnership with Veolia to manage and operate our household waste and recycling collection services including our household recycling centres. The team work in partnership with Veolia to increase our recycling rates year on year.
 - Working partnership with idverde, the team delivers our borough wide Grounds and Cleansing Service. In some cases, maintenance of public realm maintenance and enhancement is supported by working in partnership with our Town and Parish Councils through the Community Action Team.
 - The team oversee the management and maintenance of formal and informal parks, open spaces, trees & woodland, play areas, civic spaces and residential areas. This also includes attaining and maintaining Green Flag status in our borough parks.
 - This team provides project management support and oversees major procurements within Neighbourhood and Enforcement Services Performance management and business support.



- Jas Bedesha**, Service Delivery Manager: Safer, Stronger and Cohesive Communities
- This team is responsible for the delivery of the Building Safer and Stronger Communities Programme working in partnership with a variety of internal and external stakeholders including residents, the Police and Crime Commissioner and West Mercia Police
 - The team take a lead role in White Ribbon while delivering initiatives that support of Violence Against Women and Girls
 - As a key part of the Community Safety Partnership, this team supports council services and public sector agencies to create a multi-functional team, to tackle local issues of Crime, Disorder, illegal parking and Anti-Social Behaviour
 - The team also leads on supporting various government refugee/evacuation programmes including Syrian, Afghan and Ukraine
 - The team lead on Prevent, Serious Violence Duty and work closely with partners to maintain community cohesion in the borough.

All neighbourhoods are a great place to live



Our aim – communities take pride in their neighbourhood

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

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

Percentage of residents who are satisfied with street lighting

Increase in the usage of Bulk Collection Service

Decrease the number of fly tips Reported to the council

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

Our aim – the borough is well connected and keeps moving

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

Percentage of A Roads requiring maintenance

Percentage of B & C Roads requiring maintenance

Percentage of U Roads requiring maintenance

Percentage of residents who are satisfied with public transport

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



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

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

Decrease in recorded crime across the borough

Decrease in the number of missed household waste collections

Maximising social value commitments from partners

Everyone benefits from a thriving economy



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

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

Highway safety is improved for all users

Completion of multi-agency enforcement exercises undertaken with partners

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



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

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

Increase in the borough's household recycling rate

Residual waste will reduce year on year

Reduction in average delay on 'A' roads

Concentration of PM2.5 will be below national thresholds

Increase in the number of public electric vehicle charge points

OUR ACHIEVEMENTS



Household recycling has increased to **48.2%** well above the England rate



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



Supported **55 MATES operations**



Delivered **17% reduction in fly tipping**



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



Established **Urban Games** a free activity/sport programme during school holidays



Achieved **2 Green Flag Awards** taking our total to 5



Supported **over 400 evacuees** arriving in Telford



Over **104,000 passenger trips** completed on the Council funded bus services

The table below shows the original revenue budget for 2023/24 for the Neighbourhood and Enforcement Services directorate.

EXPENDITURE £'000

Capital financing	6,748
Employees	6,895
Premises	2,245
Supplies and services	2,995
Support services	4,164
Third party payments	22,479
Transfer payments	-
Transport	243
Total EXPENDITURE	45,769

INCOME £'000

Interest receipts	-
Fees and charges	(632)
Government grants	(833)
Other grants, reimbursements and contributions	(980)
Recharges to other services	(3,611)
Rents	(391)
Sales	(5,312)
Total INCOME	(11,759)
NET EXPENDITURE	34,010

Welcome to Policy and Governance - Our Service Strategy

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

About us

Policy and Governance acts as a 'critical friend' to colleagues, external partners and community groups by supporting and challenging the Council to deliver its corporate priorities.

Service Vision

Working together to provide a high-quality, customer-focussed service to ensure strategic organisational delivery within a good governance framework whilst supporting the delivery of a balanced and sustainable budget.

Meet the team:



Jon Power, Policy and Development:

Rachel Barlow, Organisational Development is responsible for working with and supporting SMT to deliver the Council's Workforce Development Strategy. This includes the following:

- Service and workforce planning
- Wellbeing of Employees including staff wellbeing events
- Employer of Choice (inc. employee benefits and discounts)
- Delivery of the annual Employee Awards ceremony
- Developing and delivering a programme to support the development of the Council's current and future workforce. This includes managing OLLIE (the Council's learning management system), commissioning specific face to face training, managing the Council's Apprenticeship and Supported Employment Programmes.

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

Helen Potter, Insight Team focuses on developing an evidence base for the whole organisation to support strategic planning, workforce development and the delivery of the Council's priorities. This includes service performance data and information about the Borough. More recently, this also includes work to analyse, and provide information in relation to, the Oflog indicators.



David Sidaway
Chief Executive



Anthea Lowe
Associate Director:
Policy and Governance

Photo
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supplied

Richard Phillips, Legal and Democracy:

Kirsty Fisher, Children and Adults Team, Legal Services

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

Sarah Hardwick, Litigation and Regulatory Team, Legal Services

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

Emma Harvey, Property and Commercial Team, Legal Services

- The Property and Commercial Team provides advice and legal support relating to property transactions, contracts, procurement and strategic development. All teams also provide advice on governance matters and provide training to officers and members on a wide range of matters.

Sharon Tipping, Business Support Team, Legal Services

- The Business Support team provides a support function to the Legal Services team by ensuring an effective risk management framework is in operation, providing quality assurance and administrative support.

Phil Griffiths, Elections Team

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

Anna Plummer, Democracy Manager

- Democratic Services and Job Evaluation provides support to the Mayor and Members by way of arranging training, managing the Member Development and Support Strategy and managing civic

events. The team is also responsible for arranging Council and Committee meetings, preparing the agendas for these meetings and meeting statutory timescales for publication. It also provides a statutory Scrutiny Officer role and supports scrutiny committee members to make recommendations to Cabinet on matters of importance to the local community.

- Job Evaluation is responsible for carrying out job evaluations to support the Council's strategic aims.



Rob Montgomery, Audit and Governance Team

- Internal Audit provides assurance on governance, internal controls and risk management by delivering a programme of audit activity which considers how improvements could be made within the organisation to minimise risk (financial and reputational). It also provides a school funds audit function to educational establishments.
- Information Governance works with colleagues within the organisation to administer requests received under the Freedom of Information Act and similar legislation. It also provides advice on information management and identifies measures to limit the risk of data breaches occurring.
- Insurance provides advice on insurance-related matters and administers claims made against the organization.
- The Investigation team provides advice on, and investigates allegations of, fraudulent activity against the Council. It supports a number of internal services including social care, revenues and benefits and human resources.

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supplied

Robyn Hill, SMT and Cabinet Support Teams

- Provides comprehensive administrative support to Senior Management Team and Cabinet Members.

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

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

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

% of electoral registrations undertaken electronically

% of compliance with Lexcel framework to maintain Lexcel accreditation

% of job evaluation requests completed within 10 working days

Number of FOI requests responded to within statutory deadlines

Number of SAR requests responded to within statutory deadline

IG related total income from external organisations per year

Internal Audit related total income from external organisations per year

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

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

Savings realised per year through fraud investigation

% of the Internal Audit Plan completed each year

% of Ombudsman complaints responded to within stated deadlines

% of Internal Audits with improved audit result upon review

% of insurance liability claims successfully defended

Number of Members issued with digital equipment to undertake role

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

Our aim - democratic engagement in local communities will be improved

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

% of residents registered on the electoral register

% of online canvass responses received and processed annually

% of scrutiny recommendations implemented by Cabinet

Number of electoral engagement sessions undertaken with key organisations

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

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

% of ‘good’ or ‘excellent’ feedback from clients responding to feedback request

Our aim - members will fulfil their community leadership role

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

% of attendance from Members at training session

% of ‘good’ or ‘excellent’ feedback from Member training sessions

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

% of response to Member Satisfaction Survey

Our aim – the organisation will be people-centric

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

% of Annual Personal Performance and Development Discussions completed

% of employees who have completed their essential learning

% of new starter inductions completed within corporate timescale

Number of management development courses completed per year

Number of employees accessing coaches

Number of coaching hours completed per year

% of exit interviews completed per year

Number of apprenticeships provided by the Council and schools per year

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

Number of work experience placements completed per year

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

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

Feedback from Senior Managers and Cabinet Members

OUR ACHIEVEMENTS



£120k+
income generated
2021/2022



Achieved first Landlord Banning Order
in England preventing a rogue landlord from renting out properties




Introduction of automated email system to support good information governance processes



Practice Management Standard
Law Society Accredited

Re-accredited with Lexcel with the **best ever inspection result**



Highest ever level
of canvass responses



Improved Armed Forces work
with recruitment of Outreach Worker



Partnership Threshold refresh Conference held for **100+ practitioners**



Launched **new induction programme**
with Leader and Chief Executive



Successful insight support to SEN inspection
to achieve best possible outcome

The table below shows the original revenue budget for 2023/24 for the Policy and Governance directorate.

EXPENDITURE £'000

Capital financing	1
Employees	4,219
Premises	5
Supplies and services	2,089
Support services	1,469
Third party payments	-
Transfer payments	-
Transport	11
Total EXPENDITURE	7,794

INCOME £'000

Interest receipts	-
Fees and charges	-
Government grants	(41)
Other grants, reimbursements and contributions	-
Recharges to other services	(6,435)
Rents	-
Sales	(638)
Total INCOME	(7,114)
NET EXPENDITURE	680

Welcome to Prosperity and Investment - Our Service Strategy

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

About us:

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

Meet the team:



Val Hulme, Development Management

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



Dawn Toy, Regeneration and Investments

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



Chris Goulson, Building Innovation Telford (BiT)

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



Kate Callis, Housing Investment Programme

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



David Sidaway
Chief Executive



James Dunn
Director: Prosperity and Investment

OUR ACHIEVEMENTS



Formal declaration of 5 new LNR's

Randlay valley; rough park; lightmoor; the cockshut, Centrall Hall and the extension of two at Dohill and Granville totaling 184ha bringing total up to 595ha in Dec 2023 A further 5 identified (111ha of land identified and running through process of formal declarations over course of next plan period.



Secured:

£450K Salex funding for thermal upgrade and air source heat pump to de carbonise Newport Swimming and Leisure Centre and £25K of SEPUBU monies for installation of LED lighting and electric vehicle charging points at Horsehay Golf and Leisure Centre



Completed Nuplace's first low carbon homes

at Southwater Way and commenced the refurbishment of the Grade II listed building at The Gower, St Georges



Determination of over 100% of major planning applications; 95 of minor and 98% of other applications during 2022/23 within the statutory timescales



Secured planning approval

for mixed use development of Station Quarter to create a new education campus and the introduction of town centre living, delivered site enabling works and commenced phase 1 skills hub



Completed the refurbishment of a new Workplace hub at New Street Telford

providing bookable drop down and collaborative workspace to the private sector



Delivered £10m expansion of Holy Trinity Academy, Priorslee including 300 additional places and 4G all weather sports pitch



Delivery of Phase 2 at NiPark and 24 new units at Orchard business park creating new employment floorspace, new jobs and revenue income to the Council via its Property Investment portfolio



Telford Land Deal Generated £6.6m in land sales during 22/23 that will deliver 19,883sqm of employment floor space and 251 new homes

The table below shows the original revenue budget for 2023/24 for the Prosperity and Investment directorate.

EXPENDITURE £'000

Capital financing	2,680
Employees	6,676
Premises	10,186
Supplies and services	1,293
Support services	2,481
Third party payments	362
Transfer payments	-
Transport	147
Total EXPENDITURE	23,825

INCOME £'000

Interest receipts	-
Fees and charges	(99)
Government grants	-
Other grants, reimbursements and contributions	(25)
Recharges to other services	(10,320)
Rents	(9,468)
Sales	(9,719)
Total INCOME	(29,631)
NET EXPENDITURE	(5,806)

All neighbourhoods are a great place to live



Our aim – good quality and sustainable housing is delivered for all

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

Increasing the number of homes built and refurbished by Nuplace for private and affordable rent

Increasing the proportion of Nuplace homes meeting improved accessibility standards

Increasing the proportion of Nuplace homes contributing towards carbon reduction targets

Increasing the proportion of Nuplace homes allocated for people with a wide range of needs including; older people, physically disabled and veterans

Ensuring that the authority delivers good quality housing against the identified five year land supply

Disposing of public sector landholdings to accelerate housing growth

Working to increase the supply of housing that provides flexibility in the long term by being delivered, wherever possible, to:

- The Nationally Described Space Standard
- M4(2): Category 2 - Accessible and adaptable dwellings.
- M4(3): Category 3 - Wheelchair user dwellings.

Maximising opportunities to access external funding to invest in infrastructure to be a catalyst for housing delivery and regeneration

Delivering key regeneration projects to transform and support growth opportunities

Delivering a range of adaptations to support residents to remain living independently in their own homes

Our aim – communities are safe, accessible, affordable and integrated

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

Supporting communities to develop their own neighbourhood plans to own and deliver growth aligned with the adopted local plan

Creating new accessible open space and areas of recreation and enhancing those existing to meet a range of needs through the provision of new development

Investing in rights of way and park walks across the Borough to maintain safe connections between communities

Promoting the use of brownfield sites

Unlocking constrained sites with access to the brownfield site fund

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



Our aim – de carbonisation of the built estate

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

Reducing energy use of buildings
Reducing carbon consumption

Our aim – the borough's designated heritage assets and green infrastructure are protected and championed to ensure survival for future generations

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

Reviewing and appropriately managing designated conservation areas and the world heritage site to retain its outstanding universal value

Reviewing non statutory historic assets and identifying buildings at risk

Increasing the designation of local nature reserves and additional green network sites to support the local plan

Unlocking funding opportunities from external stakeholders and investing in a range of green infrastructure and heritage assets across the borough

Everyone benefits from a thriving economy



Our aim – jobs are created and protected and businesses grow

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

Growing and diversifying the PIP to meet business and investor requirements, whilst providing social return including provision of incubator hubs and enterprise space

Continuing to review and deliver opportunities for commercial investment utilising the growth fund to support diversification of the PIP and future proof against economic shocks

Meeting our economic needs as identified in the local plan

Delivering commercial sites through the Telford Land Deal; unlocking brownfield land and delivering new jobs and commercial floor space

Delivering regeneration of our high streets through Towns Investment and Levelling up Funding

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



Our aim – resources, assets and services are managed efficiently, safely and effectively

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

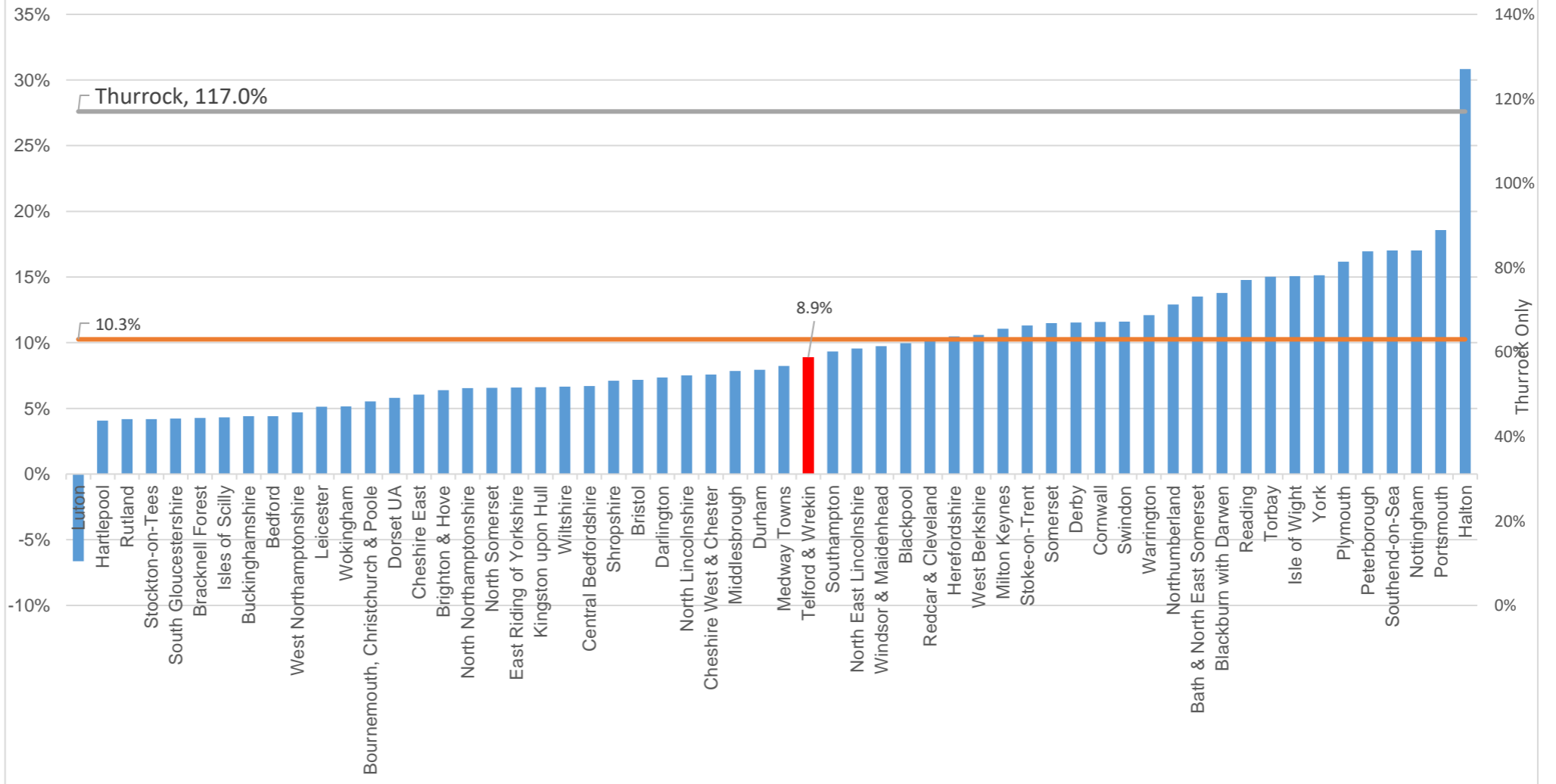
Effective and efficient regulatory functions that meet national standards relating to planning and building control

Ensuring a wide range of property and assets are managed efficiently, safely and with a view to reducing their carbon footprint

Delivering an effective commercial consultancy service (income)

Delivering and developing the potential of the Telford Land Deal by driving opportunities to extend strategic infrastructure

Financing Cost to Net Revenue Stream - 2023/24 Unitary Authorities



Thurrock has received additional support from government through a capitalisation directive following issuing of a Section 114 Notice

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Usable Balances at 1 April 2028

		Balance at 01-Apr-28 £m
Total Reserves and Balances		62.76
Less Commitments/Earmarked Funds:		
School Funds	Balances held on behalf of schools; therefore not available to the Council	- 10.05
Grant funding	Grant funding received and fully committed in the budget strategy	- 4.60
Insurance Reserves	Required to cover policy excesses and other costs such as claims prior to 1998 (unitary)	- 0.51
Other Corporate Items	For Example ITS/Capacity Fund, severance fund	- 6.83
Single Status	Provision for equal pay settlement	- 8.74
Other Provisions	For example Bad Debt Provision	- 2.10
Specific Earmarked Service Balances	Residual balances held by services following a rigorous review of balances undertaken	- 3.69
Residual General Working Balances		26.26
Made up of:		
One Off Funds	Identified to support the Medium Term Budget Strategy in Future Years	21.70
One Off Funds	General/Special Fund Balances	4.55
		26.26

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SCHEDULE OF PROVISIONS, RESERVES AND BALANCES - £

Service Area	Balance Sheet Structure	Description	Actual Closing Balance 31/3/2023	Estimated Changes during 2023/24	Estimated Closing Balance 31/3/2024	Other Estimated Changes during 2024/25	Estimated Closing Balance 31/3/2025	Estimated Change during 2025/26	Estimated Closing Balance 31/3/2026	Estimated Change during 2026/27	Estimated Closing Balance 31/3/2027	Estimated Change during 2027/28	Estimated Closing Balance 31/3/28	Purpose
Safeguarding & Family Support	Reserves	Child Sexual Exploitation	(6,490.00)	3,240.00	(3,240.00)	3,240.00	0.00		0.00		0.00		0.00	Used to fund support for costs associated with CSE
Safeguarding & Family Support	Reserves	Unaccompanied Asylum Seekers	(446,990.51)	350,000.00	(96,990.51)	96,990.51	0.00		0.00		0.00		0.00	To offset costs incurred supporting unaccompanied asylum seekers
Safeguarding & Family Support	Reserves	Social Work Training Reserve	0.00	0.00	0.00	0.00	0.00		0.00		0.00		0.00	Used to support social work training placements
Safeguarding & Family Support	Reserves	University Students	(51,329.15)	20,000.00	(31,329.15)	20,000.00	(11,329.15)	11,329.15			0.00		0.00	To fund the training of students on placements with the LA.
Safeguarding & Family Support	Reserves	Troubled Families Programme	(47,960.13)	0.00	(47,960.13)	47,960.13	0.00		0.00		0.00		0.00	Balance on Government's Troubled Families Programme - use to support staff costs within safeguarding
Safeguarding & Family Support	Reserves	Teaching Partnership	0.00	0.00	0.00	0.00	0.00		0.00		0.00		0.00	DfE funded partnership for training social workers
Safeguarding & Family Support	Reserves	Frontline	(211.27)	211.27	0.00	0.00	0.00		0.00		0.00		0.00	To fund trainee social workers
Safeguarding & Family Support	Reserves	Control a/s Social Work Improvement Fund	(44,693.31)	20,000.00	(24,693.31)	24,693.31	0.00		0.00		0.00		0.00	To fund various posts within the service
Safeguarding & Family Support	Reserves	Safeguarding Misc Grants Control Account	(12,340.00)	3,000.00	(9,340.00)	3,000.00	(6,340.00)	3,340.00	(3,000.00)	3,000.00			0.00	To fund various posts within the service
Safeguarding & Family Support	Reserves	NAAS Grant Income	(44,342.08)	20,000.00	(24,342.08)	20,000.00	(4,342.08)	4,342.08			0.00		0.00	Funding to support implementation of the National Assessment & Accreditation system
Safeguarding & Family Support	Reserves	Future Social	(6,619.55)	6,619.55	0.00	0.00	0.00		0.00		0.00		0.00	External funding to support staffing to undertake work related to the outcomes required
Safeguarding & Family Support	Reserves	New Burdens - Personal Advisors	(72,541.51)	30,000.00	(42,541.51)	30,000.00	(12,541.51)	12,541.51			0.00		0.00	Funding to provide personal advisors to support care leavers moving into adulthood
Safeguarding & Family Support	Reserves	Family Safeguarding Model	(556,167.38)	250,000.00	(306,167.38)	250,000.00	(56,167.38)	56,167.38			0.00		0.00	Funding to support implementation of the Family Safeguarding model.
Safeguarding & Family Support	Reserves	Local Safeguarding Board	(83,559.22)	15,000.00	(68,559.22)	15,000.00	(53,559.22)	20,000.00	(33,559.22)	20,000.00	(13,559.22)	13,559.22	0.00	T&W Share of Partnership reserve to support the work of the Local Safeguarding Board
Safeguarding & Family Support	Reserves	Social Work Grant	(7,456.32)	7,456.32	0.00	0.00	0.00		0.00		0.00		0.00	Grant funding to support specific posts within the service
Safeguarding & Family Support	Reserves	Family Hubs	(87,000.00)	87,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Fully Committed
Safeguarding & Family Support	Reserves	Reducing Parental Conflict	(8,617.90)	8,617.90	0.00	0.00	0.00		0.00		0.00		0.00	Fully Committed
			(1,476,308.33)	821,145.04	(655,163.29)	510,883.95	(144,279.34)	107,720.12	(36,559.22)	23,000.00	(13,559.22)	13,559.22	0.00	

Education & Skills	Reserves	Early Years facilities	(68,621.99)	(21,499.92)	(90,121.91)	90,121.91	0.00		0.00		0.00		0.00	To support Early Years facilities
Education & Skills	Reserves	Early Years	(49,151.72)	0.00	(49,151.72)	49,151.72	0.00		0.00		0.00		0.00	To sustain existing nursery provisions in key areas of need.
Education & Skills	Reserves	Stop Loss Provision	(500,022.33)	250,000.00	(250,022.33)	50,000.00	(200,022.33)		(200,022.33)		(200,022.33)		(200,022.33)	Stop Loss Insurance - Self insurance to cover fire policy excesses on school buildings and other adhoc costs as appropriate
Education & Skills	Provision	Closed schools provision held against possible cost of implementation of single status	(133,669.99)	0.00	(133,669.99)	133,669.99	0.00		0.00		0.00		0.00	Residual balances from closed schools to cover potential future liabilities.
Education & Skills	Reserves	Education Welfare Balance	(44,533.75)	0.00	(44,533.75)	33,000.00	(11,533.75)	11,533.75			0.00		0.00	To fund training and resource costs associated with education welfare services
Education & Skills	Reserves	Schools reserves held against possible deficits arising on schools conversion to academy status	(62,164.88)	46,709.70	(15,455.18)	0.00	(15,455.18)		(15,455.18)		(15,455.18)		(15,455.18)	Monies carried forward as a reserve against the possible unfavourable balance on schools conversions to academy status.
Education & Skills	Reserves	Youth Unemployment	(371,471.82)	0.00	(371,471.82)	371,471.82	0.00		0.00		0.00		0.00	Continuation of Tackling Youth unemployment services
Education & Skills	Reserves	SEN Review Reserve	(28,938.91)	28,938.91	0.00	0.00	0.00		0.00		0.00		0.00	Contribution to costs of project posts for education systems implementation
Education & Skills	Reserves	Arthog Trading Provision	(14,404.40)	13,277.40	(1,127.00)	0.00	(1,127.00)	0.00	(1,127.00)	0.00	(1,127.00)		(1,127.00)	To support Arthog costs
Education & Skills	Reserves	Early Years Grants	(56,496.37)	20,000.00	(36,496.37)	20,000.00	(16,496.37)	16,496.37		0.00	0.00		0.00	Support of services
Education & Skills	Reserves	Lifelong Learning Grant	(509,447.09)	(77,721.00)	(587,168.09)	0.00	(587,168.09)	0.00	(587,168.09)	0.00	(587,168.09)		(587,168.09)	Grant clwd to support this activity - spans academic year.
Education & Skills	Reserves	Coronavirus (COVID-19) catch-up premium C/A	(55,156.49)	55,156.49	0.00	0.00	0.00		0.00		0.00		0.00	Funding for pupils with EHC plans educated in independent special schools
Education & Skills	Reserves	Moderation Grant	(18,574.80)	9,574.80	(9,000.00)	9,000.00	0.00	0.00			0.00		0.00	DfE grant to support the LA's duty to moderate annual key stage exams for maintained schools.
Education & Skills	Reserves	Ukraine Education & Childcare Grant	(545,457.70)	545,457.70	0.00	0.00	0.00		0.00		0.00		0.00	
Education & Skills	Reserves	Virtual School Heads Grant	(165,391.64)	45,000.00	(120,391.64)	45,000.00	(75,391.64)	45,000.00	(30,391.64)	30,391.64			0.00	Balance of grant, allocated to support the role of the Virtual School Head.
			(2,623,503.88)	914,894.08	(1,708,609.80)	801,415.44	(907,194.36)	73,030.12	(834,164.24)	30,391.64	(803,772.60)	0.00	(803,772.60)	

Schools	School Bals	Revenue and Capital Balances held by schools for ongoing expenditure	(11,452,096.05)	2,000,000.00	(9,452,096.05)	1,000,000.00	(8,452,096.05)	1,000,000.00	(7,452,096.05)	1,000,000.00	(6,452,096.05)		(6,452,096.05)	This represents school balances held by the LA only. It includes the balances on the balances on collaborative schemes administered by maintained schools.
Schools	Provision	Schools provision held against possible cost of implementation of single status	(3,454,052.10)	15,000.00	(3,439,052.10)	15,000.00	(3,424,052.10)	15,000.00	(3,409,052.10)	15,000.00	(3,394,052.10)		(3,394,052.10)	Provision for Single Status costs in schools and DSG centrally funded staff. Use of this dependant on final implementation of SS.
			(14,906,148.15)	2,015,000.00	(12,891,148.15)	1,015,000.00	(11,876,148.15)	1,015,000.00	(10,861,148.15)	1,015,000.00	(9,846,148.15)	0.00	(9,846,148.15)	

Finance & HR	Reserves	New Technology	(17,899.92)	5,000.00	(12,899.92)	5,000.00	(7,899.92)	5,000.00	(2,899.92)	2,899.92			0.00	Committed to Financial Management system development
Finance & HR	Reserves	Council Tax Liability Order refund Reserve	(87,577.26)	87,577.26	0.00	0.00	0.00		0.00		0.00		0.00	To cover potential future liabilities - reserve released 23/24
Finance & HR	Reserves	Revenues Reserve	(447,061.79)	83,815.00	(363,246.79)	83,815.00	(279,431.79)	83,815.00	(195,616.79)	83,815.00	(111,801.79)		(111,801.79)	To fund posts in staffing budget and one off additional system update costs
Finance & HR	Reserves	Resource Link Reserve	(232,417.47)	70,000.00	(162,417.47)	70,000.00	(92,417.47)	41,306.73	(51,110.74)	20,000.00	(31,110.74)	20,000.00	(11,110.74)	To fund implementation costs of Resourcelink HCM Cloud and system development costs in future years
Finance & HR	Reserves	Salary Sacrifice 4 Cars	(11,332.33)	11,332.33	0.00	0.00	0.00		0.00		0.00		0.00	This shouldn't be on the reserves list
Finance & HR	Reserves	Finance Workforce Development Reserve	(38,891.33)	15,000.00	(23,891.33)	5,000.00	(18,891.33)	5,000.00	(13,891.33)	5,000.00	(8,891.33)		(8,891.33)	Training and development costs of Finance staff
			(835,180.10)	272,724.59	(562,455.51)	163,815.00	(398,640.51)	135,121.73	(263,518.78)	111,714.92	(151,803.86)	20,000.00	(131,803.86)	

Prosperity & Investment	Reserves	PIP Reserve Contribution Account	(60,497.84)	60,497.84	0.00	0.00	0.00		0.00		0.00		0.00	Reserve to be used to aid with the ongoing rationalisation of the PIP
Prosperity & Investment	Reserves	Dilapidations - PIP	(360,082.24)	131,243.71	(228,838.53)	228,838.53	0.00		0.00		0.00		0.00	To meet costs of required dilapidations for specific properties to ensure they meet new EPC regulations.

Service Area	Balance Sheet Structure	Description	Actual Closing Balance 31/3/2023	Estimated Changes during 2023/24	Estimated Closing Balance 31/3/2024	Other Estimated Changes during 2024/25	Estimated Closing Balance 31/3/2025	Estimated Change during 2025/26	Estimated Closing Balance 31/3/2026	Estimated Change during 2026/27	Estimated Closing Balance 31/3/2027	Estimated Change during 2027/28	Estimated Closing Balance 31/3/28	Purpose
Prosperity & Investment	Reserves	Accommodation Reserves (ICT)	(57,000.00)	57,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Prosperity & Investment	Reserves	Development Planning System	(75,500.00)	50,000.00	(25,500.00)	25,000.00	(500.00)		(500.00)		(500.00)		(500.00)	Upgrade of current system and review as to sustainability and suitability
Prosperity & Investment	Reserves	Planning Appeal costs	(40,000.00)	40,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Set aside for legal costs associated with planning appeals.
Prosperity & Investment	Reserves	Housing Investment Programme	(185,920.00)	160,920.00	(25,000.00)	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Reserve for Housing investment costs council side specific grants associated with balance.
Prosperity & Investment	Reserves	HCA Liability Fund	(3,898,832.41)	1,917,093.03	(1,981,739.38)	1,981,739.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Land Deal Funds; includes constrained sites funding; liability sites funding and profit share
Prosperity & Investment	Reserves	Custom Build Land Duty Grant	(22,328.20)	22,328.20	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To fund the authorities duty to permission land under the Self-build and custom housebuilding act 2015. A total of £90k New Burdens fund has now been awarded towards the additional resource required to identify land to satisfy supply.
Prosperity & Investment	Reserves	PIP – Ageing PIP properties sinking fund	(294,770.76)	80,000.00	(214,770.76)	214,770.76	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Roof works across a number of buildings
Prosperity & Investment	Reserves	S31- Biodiversity Net Gain Grant	(253.88)	253.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Specific grant to implement process to monitor Net Biodiversity gain.
Prosperity & Investment	Reserves	Heat Networks - HNDU	(9,000.00)	9,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Fully applied in 23/24
Prosperity & Investment	Reserves	Great Crested Newts	(158,448.54)	10,000.00	(148,448.54)	10,000.00	(138,448.54)	10,000.00	(128,448.54)	128,448.54	0.00	0.00	0.00	Funding to support the creation and ongoing maintenance of ponds associated with development and planning requirements.
Prosperity & Investment	Reserves	SEDN Ecological Data	(28,830.57)	28,830.57	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To fund ecological data collection
			(5,191,464.44)	2,567,167.23	(2,624,297.21)	2,485,348.67	(138,948.54)	10,000.00	(128,948.54)	128,448.54	(500.00)	0.00	(500.00)	
Policy & Governance	Reserves	Insurance - Self Insurance Fund	(1,146,760.19)	160,000.00	(986,760.19)	160,000.00	(826,760.19)	160,000.00	(666,760.19)	160,000.00	(506,760.19)		(506,760.19)	Self insurance fund to cover insurance excesses
Policy & Governance	Reserves	Elections Equalisation Reserve	(241,877.36)	230,201.00	(11,676.36)	0.00	(11,676.36)	0.00	(11,676.36)		(11,676.36)		(11,676.36)	Set aside to assist in funding future local elections
Policy & Governance	Reserves	CSE Funding Reserve	(250,000.00)	165,000.00	(85,000.00)	85,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Funding to support CSE Inquiry.
Policy & Governance	Reserves	Single Status Project Team	(33,377.15)	33,377.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Required to fund single status project work (including legal and consultancy costs) and preparation for implementation
Policy & Governance	Reserves	Legal Reserve	(30,745.00)	30,745.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	For standards investigations and Legal Staffing
Policy & Governance	Reserves	Member Dvpt Reserve	(32,000.00)	22,611.00	(9,389.00)	9,389.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To be spent on training and equipment as required
Policy & Governance	Reserves	Organisational Development Training Reserve	(233,981.62)	200,200.00	(33,781.62)	33,781.62	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To fund the corporate training programme for the Council
Policy & Governance	Reserves	Delivery & Planning Reserve	(89,497.26)	29,497.26	(60,000.00)	20,000.00	(40,000.00)		(40,000.00)		(40,000.00)		(40,000.00)	To be used to fund the Management & Leadership programme
Policy & Governance	Reserves	Boundary Review	(40,000.00)	40,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support costs of the Boundary Review & other requests
Policy & Governance	Reserves	Ward Member Newsletter	(54,600.75)	54,600.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To fund production of Ward letters in 23/24
Policy & Governance	Reserves	Armed Forces Calm Cafes	(22,320.00)	0.00	(22,320.00)	0.00	(22,320.00)		(22,320.00)		(22,320.00)		(22,320.00)	Support Armed Forces Cafes
			(2,175,159.33)	966,232.16	(1,208,927.17)	308,170.62	(900,756.55)	160,000.00	(740,756.55)	160,000.00	(580,756.55)	0.00	(580,756.55)	
Health & Wellbeing	Reserves	Sponsorship Fund (Rachel Threadgold)	(66,856.29)	66,856.29	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Balance remaining relates to pre HWB balances b'fwd from Leisure
Health & Wellbeing	reserves	Public Health Grant	(2,906,027.98)	1,036,000.27	(1,870,027.71)	1,036,023.46	(834,004.25)	554,682.39	(279,321.86)	279,321.86	0.00	0.00	0.00	Ring Fenced Reserve from Public Health Grant to support activities as part of the Council's public health strategy.
Health & Wellbeing	Reserves	Domestic Abuse Reserve	(50,000.00)	25,000.00	(25,000.00)	25,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support Domestic Abuse services
Health & Wellbeing	Reserves	Suicide Prevention Reserve	(68,239.77)	24,122.89	(44,116.88)	44,116.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	NHS Funding to support Suicide Prevention Programme
Health & Wellbeing	Reserves	TWC Reserve - Covid Residual Investment Fund & Health Inequalities	(472,713.34)	472,713.34	(0.00)	0.00	(0.00)	0.00	(0.00)	0.00	(0.00)	(0.00)	(0.00)	TWC reserve grant to support Council wide residual Covid response commitments.
			(3,563,837.38)	1,624,692.79	(1,939,144.59)	1,105,140.34	(834,004.25)	554,682.39	(279,321.86)	279,321.86	(0.00)	0.00	(0.00)	
Adult Social Care	Reserves	Adult Social Care Initiatives	(115,544.12)	50,279.36	(65,264.76)	44,600.00	(20,664.76)	20,664.76	0.00	0.00	0.00	0.00	0.00	Monies committed to specific areas of partnership work i.e. Autism strategy
Adult Social Care	Reserves	Transforming Social Care	(27,398.93)	27,398.93	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Fully Committed
Adult Social Care	Reserves	Transformation Posts Reserve	(300,009.12)	266,424.12	(33,585.00)	33,585.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support staffing
Adult Social Care	Reserves	My Options	(28,832.07)	28,832.07	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support service development
Adult Social Care	Reserves	Change Programme	(133,508.71)	133,508.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support capacity to deliver CIP initiatives, support for training, Smart House
Adult Social Care	Reserves	Winter Pressures	(6,757.83)	6,757.83	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To meet any additional costs as a result of pressure on ASC and the hospitals
Adult Social Care	Reserves	Care Legislation	(84,027.75)	73,749.00	(10,278.75)	10,278.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Supports a number of posts within ASC. Remainder to progress further implementation of national changes in ASC i.e. Building Back Better
Adult Social Care	Reserves	Capacity Building Projects	(54,941.47)	42,799.98	(12,141.49)	12,141.49	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Required to meet capacity issues, training support, policy updates
Adult Social Care	Reserves	BCF/TCP Section 75 Agreement Pooled Fund Reserve	(747,683.31)	373,842.00	(373,841.31)	373,841.31	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	In place for mitigation of any financial risks associated with TCP.
Adult Social Care	Reserves	BCF Reserve	(567,803.14)	567,803.14	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Committed to support services as part of the BCF Pooled Fund
Adult Social Care	Reserves	Safeguarding & Strategic Management	(20,897.59)	20,897.59	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support legal fees and DOLS costs
Adult Social Care	Reserves	Carers Services	(29,500.24)	29,500.24	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support Carers services
Adult Social Care	Reserves	Digital Transformation Project	(245,113.41)	245,113.41	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Digital Transformation 3 year Project
Adult Social Care	Reserves	Procurement Advice reserve	(29,561.00)	29,561.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	For Procurement Advice & systems
Adult Social Care	Reserves	Mental Health Initiatives	(87,253.00)	87,253.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	ICB monies to support Mental Health services
Adult Social Care	Reserves	Joint Commissioning Balance	(61,374.75)	30,000.00	(31,374.75)	31,374.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support the Joint Commissioning arrangement with the ICB
			(2,540,206.44)	2,013,720.38	(526,486.06)	505,821.30	(20,664.76)	20,664.76	(0.00)	0.00	(0.00)	0.00	(0.00)	
Neighbourhood & Enforcement	Reserves	Environmental Mtce Programme	(375,444.04)	375,444.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Fully committed to fund a programme of improvements. Original Pride programme.
Neighbourhood & Enforcement	Reserves	Safer Communities balance	(42,121.81)	42,121.81	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Committed to fund CCTV in 2023/24
Neighbourhood & Enforcement	Reserves	Coalbrookdale Water Course	(69,567.80)	(26,271.00)	(95,838.80)	0.00	(95,838.80)		(95,838.80)		(95,838.80)		(95,838.80)	Coalbrookdale Water course (to cover future de silting costs) drawn down as and when required each year (commuted sum) and annual contribution received.
Neighbourhood & Enforcement	Reserves	Stoneyhill Landfill	(22,138.00)	0.00	(22,138.00)	0.00	(22,138.00)		(22,138.00)		(22,138.00)		(22,138.00)	This is for a commuted sum for periodic cleaning & maintenance of the silo's (golf balls)
Neighbourhood & Enforcement	Reserves	Bus Subsidy Reserve	(420,938.66)	420,938.66	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	To support subsidised bus routes in 2023/24
Neighbourhood & Enforcement	Reserves	Waste Contract	(260,794.96)	100,000.00	(160,794.96)	100,000.00	(60,794.96)		(60,794.96)		(60,794.96)		(60,794.96)	Enable the ongoing management of new Waste contract. Proposed one off saving of £100k in 24/25 as part of 24/25 savings exercise

Service Area	Balance Sheet Structure	Description	Actual Closing Balance 31/3/2023	Estimated Changes during 2023/24	Estimated Closing Balance 31/3/2024	Other Estimated Changes during 2024/25	Estimated Closing Balance 31/3/2025	Estimated Change during 2025/26	Estimated Closing Balance 31/3/2026	Estimated Change during 2026/27	Estimated Closing Balance 31/3/2027	Estimated Change during 2027/28	Estimated Closing Balance 31/3/28	Purpose
Neighbourhood & Enforcement	Reserves	Car parking Enforcement	(79,000.07)	79,000.07	0.00	0.00	0.00		0.00		0.00		0.00	Required to meet cost of enforcement team in 23/24
Neighbourhood & Enforcement	Reserves	Reserves - Afghan Relocation Scheme	(2,218,087.23)	(164,691.00)	(2,382,778.23)	1,468,991.14	(913,787.09)		(913,787.09)	913,787.09			0.00	Grant funding in relation to Ukrainian Resettlement Programme. Balance fully committed as part of overall resettlement model
Neighbourhood & Enforcement - change to HE&I	Reserves	Provision for Local Nature Reserve	(24,000.00)	0.00	(24,000.00)	0.00	(24,000.00)		(24,000.00)				(24,000.00)	Funding for Local Nature Reserve sites agreed at year end 21/22
Neighbourhood & Enforcement	Reserves	Safer Communities	(311,818.78)	311,818.78	0.00	0.00	0.00		0.00				0.00	To fund Safer Communities programme being delivered in 23/24
Neighbourhood & Enforcement	Reserves	Street Lighting Works	(220,927.89)	220,927.89	0.00	0.00	0.00		0.00				0.00	To fund street lighting repair & maintenance costs in Special Fund areas
Neighbourhood & Enforcement	Reserves	Pocket Parks (grant)	(40,437.92)	0.00	(40,437.92)	0.00	(40,437.92)		(40,437.92)				(40,437.92)	Will be drawn down to Revenue for Dawley & Horsehay pocket parks
Neighbourhood & Enforcement	Reserves	Fleet Reserve	(2,729.42)	2,729.42	0.00	0.00	0.00		0.00				0.00	To support software/New fleet system costs
Neighbourhood & Enforcement	Reserves	Community Action Teams Funding	(554,435.33)	554,435.33	0.00	0.00	0.00		0.00				0.00	Funding for Community Action Team programme for 3 years to 2023/24
Neighbourhood & Enforcement	Reserves	Environmental Services General Reserves	(608,705.75)	372,605.00	(236,100.75)	172,615.00	(63,485.75)	29,907.00	(33,578.75)	30,979.00	(2,599.75)	1,390.00	(1,209.75)	To fund environmental schemes
Neighbourhood & Enforcement	Reserves	Neighbourhood Services	(139,400.01)	100,000.00	(39,400.01)	0.00	(39,400.01)		(39,400.01)				(39,400.01)	Committed to cover staffing in Night Time Economy
Neighbourhood & Enforcement	Reserves	Covid-19 Grants	(257.55)	0.00	(257.55)	0.00	(257.55)		(257.55)				(257.55)	
Neighbourhood & Enforcement	Reserves	Transport Bus Subsidy (previously held as creditors)	(93,798.70)	93,798.70	0.00	0.00	0.00		0.00				0.00	To support subsidised bus routes in 2023/24
Neighbourhood & Enforcement	Reserves	DEFRA Funding	(47,750.00)	47,750.00	0.00	0.00	0.00		0.00				0.00	DEFRA Air Quality Grant - fully committed in 23/24
Neighbourhood & Enforcement	Reserves	Neighbourhood Frontrunners	(9,821.98)	0.00	(9,821.98)	0.00	(9,821.98)		(9,821.98)				(9,821.98)	
Neighbourhood & Enforcement	Reserves	Fly Tipping Grant Reserve	(36,934.55)	36,934.55	0.00	0.00	0.00		0.00				0.00	Management of Fly Tipping
Neighbourhood & Enforcement	Reserves	Public Protection - Confiscated Proceeds from Crime	(17,637.52)	17,637.52	0.00	0.00	0.00		0.00				0.00	Income from proceeds from crime to be reinvested in public protections
Neighbourhood & Enforcement	Reserves	Strategic Transport Grants	(464,612.43)	464,612.43	0.00	0.00	0.00		0.00				0.00	Active Travel, LEVI & LTP Development
Neighbourhood & Enforcement	Reserves	Tree Replacement Programme	(29,656.44)	29,656.44	0.00	0.00	0.00		0.00				0.00	
Neighbourhood & Enforcement	Reserves	Reserves - Ukrainian Refugee Scheme	(2,318,607.68)	(460,200.00)	(2,778,807.68)	0.00	(2,778,807.68)	1,147,659.65	(1,631,148.03)	225,071.91	(1,406,076.12)	1,406,076.12	(0.00)	Grant funding in relation to Ukrainian Resettlement Programme. Balance fully committed as part of overall resettlement model
Neighbourhood & Enforcement	Reserves	Syrian Resettlement Programme (SRP)	(295,643.86)	150,000.00	(145,643.86)	145,643.86	0.00		0.00				0.00	Grant funding in relation to Syrian Resettlement Programme. Balance fully committed as part of overall resettlement model
Neighbourhood & Enforcement	Reserves	Rights of Way (£100k p.a. for 3 years)	(100,000.00)	100,000.00	0.00	0.00	0.00		0.00				0.00	
			(8,805,268.38)	2,869,248.64	(5,936,019.74)	1,887,250.00	(4,048,769.74)	1,177,566.65	(2,871,203.09)	1,169,838.00	(1,701,365.09)	1,407,466.12	(293,898.97)	
Hsg, Employment, Infra	Reserves	Strategic Company Support	(30,822.23)	20,000.00	(10,822.23)	10,822.23	0.00		0.00				0.00	Invest Telford Targeted marketing campaigns/company support.
Hsg, Employment, Infra	Reserves	Economic Development Strategy	(20,584.82)	15,070.00	(5,514.82)	5,514.82	0.00		0.00				0.00	To be used for the Invest Telford
Hsg, Employment, Infra	Reserves	Local Plan Enquiry	(146,791.43)	78,620.00	(68,171.43)	68,171.43	0.00		0.00				0.00	To support the Local Plan
Hsg, Employment, Infra	Reserves	Homelessness Prevention	(89,420.20)	89,420.20	0.00	0.00	0.00		0.00				0.00	Reserve to fund Homelessness prevention and Homelessness pressures
Hsg, Employment, Infra	Reserves	Interim Management Orders - DB	(1,817.92)	1,817.92	0.00	0.00	0.00		0.00				0.00	
Hsg, Employment, Infra	Reserves	Development of Shovel Ready Schemes	(42,614.41)	0.00	(42,614.41)	42,614.41	0.00		0.00				0.00	To fund Place Programme staffing
Hsg, Employment, Infra	Reserves	Town's Deal	(134,449.12)	83,854.00	(50,595.12)	37,158.00	(13,437.12)	13,437.12		0.00			0.00	Town Deal Capacity grant to support the development of a Town Deal Board and Investment Plan - spend is subject to DHLUC monitoring.
Hsg, Employment, Infra	Reserves	Domestic Abuse - Housing	(28,823.33)	0.00	(28,823.33)	0.00	(28,823.33)		(28,823.33)				(28,823.33)	Funding staff post
Hsg, Employment, Infra	Reserves	Housing Strategy Consultancy Support	(87,103.00)	38,485.00	(48,618.00)	12,860.00	(35,758.00)	1,860.00	(33,898.00)				(33,898.00)	To fund Housing strategy work commissioned from consultants
Hsg, Employment, Infra	Reserves	Pride in Wellington Station	(1,095.83)	1,095.83	0.00	0.00	0.00		0.00				0.00	To support small improvements at Wellington Station funded from grant
Hsg, Employment, Infra	Reserves	Marches Investment Fund - Strategic Tourism and Business Fund	(27,959.77)	3,000.00	(24,959.77)	3,000.00	(21,959.77)	3,000.00	(18,959.77)	3,000.00	(15,959.77)	3,000.00	(12,959.77)	LEP funding towards ongoing My Telford for ongoing licensing costs.
Hsg, Employment, Infra	Reserves	Rough Sleeping Initiative	(282,770.95)	69,735.00	(213,035.95)	102,405.00	(110,630.95)	102,405.00	(8,225.95)	8,225.95			0.00	Supporting specific rough sleeping initiatives
Hsg, Employment, Infra	Reserves	Private Sector Housing Holding code	(122,067.04)	71,244.00	(50,823.04)	50,823.04	0.00		0.00				0.00	To support staffing
Hsg, Employment, Infra	Reserves	Homelessness Support Grant	(433,455.73)	79,727.00	(353,728.73)	182,468.00	(171,260.73)	171,260.73		0.00			0.00	Funding of specific homelessness solutions
Hsg, Employment, Infra	Reserves	Pride in Your High Street	(958,358.87)	950,000.00	(8,358.87)	0.00	(8,358.87)		(8,358.87)				(8,358.87)	Committed
Hsg, Employment, Infra	Reserves	Works in Defalut - Private Sector Housing	(168.68)	168.68	0.00	0.00	0.00		0.00				0.00	
			(2,408,303.33)	1,502,237.63	(906,065.70)	515,836.93	(390,228.77)	291,962.85	(98,265.92)	11,225.95	(87,039.97)	3,000.00	(84,039.97)	
Cities, Customer & Commercial	Reserves	Voluntary Sector Support Fund	(260,596.14)	81,422.00	(179,174.14)	82,293.54	(96,880.61)	32,293.54	(64,587.07)	32,293.54	(32,293.54)	32,293.54	0.00	£100k given up as savings. The residual funding is for grants to the voluntary and community sector.
Cities, Customer & Commercial	Reserves	Customer Services & Benefits	(156,919.19)	72,633.33	(84,285.86)	33,000.00	(51,285.86)	35,285.86	(16,000.00)	8,000.00	(8,000.00)	8,000.00	0.00	To support additional staffing costs as a result of Welfare Reform changes and to support delivery of savings.
Cities, Customer & Commercial	Reserves	Telford Town Park Commuted Sums	(159,920.00)	79,960.00	(79,960.00)	79,960.00	0.00		0.00				0.00	Balance given up in savings
Cities, Customer & Commercial	Reserves	Crisis Assistance Reserve	(32,287.81)	1,165.32	(31,122.49)	31,122.49	0.00		0.00				0.00	To support the revenue budget for Crisis Assistance.
Cities, Customer & Commercial	Reserves	Community Engagement Reserve	(29,812.94)	10,665.00	(19,147.94)	12,270.49	(6,877.46)	2,292.49	(4,584.97)	2,292.49	(2,292.49)	2,292.49	0.00	To be used for training volunteers and staff, development of volunteer website and database.
Cities, Customer & Commercial	Reserves	Leisure/Aspirations Invest to Save Funding	(135,775.75)	107,887.75	(27,888.00)	27,888.00	0.00		0.00				0.00	To fund the ongoing replacement of Leisure equipment. Also includes £60k to fund Leisure concessions in 2023/24
Cities, Customer & Commercial	Reserves	ICT Reserves & Provisions	(30,647.00)	(305,608.00)	(336,255.00)	112,085.00	(224,170.00)	112,085.00	(112,085.00)	112,085.00			0.00	Support Pricing model and WAN contract saving
Cities, Customer & Commercial	Reserves	Culture	(60,000.00)	30,000.00	(30,000.00)	30,000.00	0.00		0.00				0.00	Theatre Equipment - given up as in year savings.
Cities, Customer & Commercial	Reserves	Culture - Destination	(35,000.00)	17,500.00	(17,500.00)	17,500.00	0.00		0.00				0.00	Funding for member priorities - visitors survey & other initiatives. This is to fund consultants appointed to deliver new Destination Management Plan. This contract has already been awarded.
Cities, Customer & Commercial	Reserves	Cemeteries grounds mtce	(192,000.00)	192,000.00	0.00	0.00	0.00		0.00				0.00	To fund capital allocation
Corporate	Reserves	Communities & Engagement Team	(74,847.61)	74,847.61	0.00	0.00	0.00		0.00				0.00	To fund SDM post for 2 years; needs top be kept for future years due to limited funding.
			(1,167,806.44)	362,473.01	(805,333.43)	426,119.51	(379,213.92)	181,956.88	(197,257.04)	154,671.02	(42,586.02)	42,586.02	0.00	
Corporate	Special Fund Bala	Special Fund Balance	(729,710.68)	167,000.00	(562,710.68)	0.00	(562,710.68)		(562,710.68)				(562,710.68)	Working balance
Corporate	General Fund Bala	General Fund Balance	(3,991,379.84)	0.00	(3,991,379.84)	0.00	(3,991,379.84)		(3,991,379.84)				(3,991,379.84)	General Fund Working Balance

Service Area	Balance Sheet Structure	Description	Actual Closing Balance 31/3/2023	Estimated Changes during 2023/24	Estimated Closing Balance 31/3/2024	Other Estimated Changes during 2024/25	Estimated Closing Balance 31/3/2025	Estimated Change during 2025/26	Estimated Closing Balance 31/3/2026	Estimated Change during 2026/27	Estimated Closing Balance 31/3/2027	Estimated Change during 2027/28	Estimated Closing Balance 31/3/28	Purpose
Corporate	Reserves	Budget Strategy Reserve	(21,701,826.32)	0.00	(21,701,826.32)	0.00	(21,701,826.32)		(21,701,826.32)		(21,701,826.32)		(21,701,826.32)	Available to support the Medium Term Budget Strategy
Corporate	Reserves	Budget Strategy Reserve - 2023/24	(6,000,000.00)	6,000,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Budgeted use in 23/24 Strategy/In year
OYS Programme	Reserves	Pride in our Play Areas	(199,694.56)	81,424.56	(118,270.00)	35,910.00	(82,360.00)	82,360.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	10 x 10 Initiative	(21,303.59)	21,303.59	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Free Swimming Lessons	(292,000.00)	146,000.00	(146,000.00)	73,000.00	(73,000.00)	73,000.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Dawley Swimming Pool	(1,050,000.00)	350,000.00	(700,000.00)	350,000.00	(350,000.00)	350,000.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Oakengates Theatre	(96,000.00)	96,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Revigoration Funding for Partnerships	(96,000.00)	32,000.00	(64,000.00)	32,000.00	(32,000.00)	32,000.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Southwater Library opening hours	(64,500.00)	7,500.00	(57,000.00)	19,000.00	(38,000.00)	19,000.00	(19,000.00)	19,000.00			0.00	Committed
OYS Programme	Reserves	Green Flag Status	(52,468.16)	52,468.16	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Councillor Pride Funding	(1,386,653.86)	290,653.86	(1,096,000.00)	432,000.00	(664,000.00)	432,000.00	(232,000.00)		(232,000.00)		(232,000.00)	Committed
OYS Programme	Reserves	Improve PROWs	(90,000.00)	90,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	COVID Commemorative Arboretum	(36,000.00)	18,000.00	(18,000.00)	9,000.00	(9,000.00)	9,000.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Fuel Poverty	(150,000.00)	46,125.00	(103,875.00)	50,311.00	(53,564.00)	53,564.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Domestic Abuse	(10,041.00)	10,041.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Contact Centre Opening Hours	(11,500.00)	11,500.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Youth Unemployment and Job Box Initiative	(500,000.00)	0.00	(500,000.00)	0.00	(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)	Committed
OYS Programme	Reserves	Health Monitoring Resource and Purchase	(276,806.92)	79,287.00	(197,519.92)	111,000.00	(86,519.92)	86,519.92	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Digital Inclusion Project	(241,932.12)	241,932.12	0.00	0.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Mobile Enforcement Hub	(240,000.00)	80,000.00	(160,000.00)	80,000.00	(80,000.00)	80,000.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Mobile CCTV Vehicle	(778,308.00)	259,000.00	(519,308.00)	259,000.00	(260,308.00)	260,308.00	0.00		0.00		0.00	Committed
OYS Programme	Reserves	Improving Security - Women and Girls	(100,000.00)	50,000.00	(50,000.00)	50,000.00	0.00		0.00		0.00		0.00	Committed
OYS Programme	Reserves	Additional Staff and Projects	(449,486.29)	67,000.00	(382,486.29)	0.00	(382,486.29)		(382,486.29)		(382,486.29)		(382,486.29)	Committed
OYS Programme	Reserves	Contribution to Capital	(302,000.00)	0.00	(302,000.00)	0.00	(302,000.00)		(302,000.00)		(302,000.00)		(302,000.00)	Committed
Corporate	Reserves	Green and Open Spaces	(801,502.23)	0.00	(801,502.23)	0.00	(801,502.23)		(801,502.23)		(801,502.23)		(801,502.23)	Committed
Corporate	Reserves	Recovery & Regeneration Fund	(1,310,663.84)	1,003,000.00	(307,663.84)	162,000.00	(145,663.84)	145,663.84	0.00		0.00		0.00	Committed
Corporate	Reserves	Parks Funding, Pride in Your Park	(441,916.30)	441,916.30	0.00	0.00	0.00		0.00		0.00		0.00	Committed
Corporate	Reserves	Cultural, tourism and public event initiatives and activities	(548,396.60)	389,900.00	(158,496.60)	158,496.60	0.00		0.00		0.00		0.00	To fund events programme in 23/24 and 24/25
Corporate	Coll Fund	Collection Fund Surplus - Council Tax - TWC element only	(1,966,120.62)	1,127,224.00	(838,896.62)	838,896.62	0.00		0.00		0.00		0.00	Estimated collection fund balance drawn down as part of budget strategy
Corporate	Reserves	Collection Fund equalisation Account	(700,000.00)	700,000.00	0.00	0.00	0.00		0.00		0.00		0.00	
Corporate	Reserves	Income Equalisation Account	(3,527,930.00)	0.00	(3,527,930.00)	0.00	(3,527,930.00)		(3,527,930.00)		(3,527,930.00)		(3,527,930.00)	Smoothing account for main income streams: NDR and bad debts provision
Corporate	Reserves	Capital Funding Reserve	(46,255.80)	46,255.80	0.00	0.00	0.00		0.00		0.00		0.00	Fully Committed to capital programme
Corporate	Provision	Single Status Provision - General Fund element	(8,917,031.52)	60,000.00	(8,857,031.52)	60,000.00	(8,797,031.52)	20,000.00	(8,777,031.52)	20,000.00	(8,757,031.52)	20,000.00	(8,737,031.52)	Funding set aside to meet costs of implementing single status
Corporate	Reserves	Severance Fund	(1,582,142.39)	(1,180,000.00)	(2,762,142.39)	0.00	(2,762,142.39)		(2,762,142.39)		(2,762,142.39)		(2,762,142.39)	Fund set up to meet the one off costs of redundancies arising from restructures in order to deliver ongoing savings. The Council also has the ability to capitalise costs associated with service transformation through to March 2030.
Corporate	Reserves	Pride in Your Community - Funding Reserve	(346,640.00)	346,640.00	0.00	0.00	0.00		0.00		0.00		0.00	Reserve created to fund debt charges associated with the Pride In Your Community initiative.
Corporate	Reserves	Hadley PFI Sinking Fund	(1,493,939.86)	174,000.00	(1,319,939.86)	358,000.00	(961,939.86)	415,000.00	(546,939.86)	343,501.65	(203,438.21)	203,438.21	0.00	Equalisation account relating to Hadley PFI; based on funding model
Corporate	Debtors	Bad Debt Provision	(2,096,935.16)	0.00	(2,096,935.16)	0.00	(2,096,935.16)		(2,096,935.16)		(2,096,935.16)		(2,096,935.16)	To cover bad debts; level based on formula
Corporate	Reserves	External Audit Fee Reserves	(48,000.00)	48,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed
Corporate	Reserves	Corporate Capacity / Invest to Save Fund	(3,641,297.13)	1,635,054.73	(2,006,242.40)	1,500,000.00	(506,242.40)		(506,242.40)		(506,242.40)		(506,242.40)	Various initiatives to build capacity and provide funding to deliver future savings. Includes support to partner organisations who take on the delivery of services.
Corporate	Reserves	Telford 2020 (capital programme)	(17,000.00)	17,000.00	0.00	0.00	0.00		0.00		0.00		0.00	£231k capital allocation to be supplemented by £17k
Corporate	Reserves	Campaigns and Marketing	(78,211.76)	12,294.00	(65,917.76)	20,000.00	(45,917.76)	20,000.00	(25,917.76)	20,000.00	(5,917.76)		(5,917.76)	To support Creating a Better Borough and Community initiatives and Campaigns
Corporate	Reserves	Grant Agreements - Telford Interfaith Council and Telford Crisis Support £122k x 2 years	(131,351.10)	122,000.00	(9,351.10)	9,351.10	(0.00)		(0.00)		(0.00)		(0.00)	Committed
Corporate	Reserves	PIP Income	(124,500.00)	124,500.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed to support a range of initiatives
Corporate	Reserves	Capital grant funding held as a reserve	(615,587.22)	588,695.20	(26,892.02)	26,892.02	0.00		0.00		0.00		0.00	Committed to funding the capital programme.
Corporate	Reserves	VAT and Taxation Reserve	(26,915.01)	0.00	(26,915.01)	0.00	(26,915.01)		(26,915.01)		(26,915.01)		(26,915.01)	Provision for any unforeseen VAT/Taxation costs
Corporate	Reserves	Pride in Our Community	(810,188.88)	0.00	(810,188.88)	0.00	(810,188.88)		(810,188.88)		(810,188.88)		(810,188.88)	Committed
Corporate	Reserves	Public Transport Initiative	(300,000.00)	300,000.00	0.00	0.00	0.00		0.00		0.00		0.00	Committed to support a range of initiatives
Corporate	Reserves	Community Initiatives	(466,018.71)	287,493.22	(178,525.49)	0.00	(178,525.49)		(178,525.49)		(178,525.49)		(178,525.49)	Committed to support a range of initiatives
Corporate	Reserves	Covid-19 - various	(2,732,046.00)	0.00	(2,732,046.00)	0.00	(2,732,046.00)		(2,732,046.00)		(2,732,046.00)		(2,732,046.00)	Committed
Corporate	Reserves	Single Status Reserve (to meet 24/25 costs).	(1,180,000.00)	1,180,000.00	0.00	0.00	0.00		0.00		0.00		0.00	
Corporate	Reserves	Covid Hardship Fund - balance	(1,165,656.22)	0.00	(1,165,656.22)	0.00	(1,165,656.22)		(1,165,656.22)		(1,165,656.22)		(1,165,656.22)	Committed to provide Council Tax Support initiative
Corporate	Reserves	Reserves - Councillors Pride Fund	(177,506.89)	164,106.89	(13,400.00)	13,400.00	0.00		0.00		0.00		0.00	Balance of Pride Fund allocations - committed
			(74,161,364.58)	15,785,315.43	(58,376,049.15)	4,648,257.34	(53,727,791.81)	2,078,415.76	(51,649,376.05)	402,501.65	(51,246,874.40)	223,438.21	(51,023,436.19)	
TOTAL			(119,854,550.78)	31,714,850.98	(88,139,699.80)	14,373,059.10	(73,766,640.70)	5,806,121.26	(67,960,519.44)	3,486,113.58	(64,474,405.86)	1,710,049.57	(62,764,356.29)	



Infrastructure Funding Statement

2022/23

November 2023

Contents

1	Introduction	3
2	Section 106 Planning Obligations 2020/2021	5
3	S106 Contributions Summary	9
4	Section 106 Infrastructure Expenditure in 2020/21	11
5	Section 106 Receipts Retained	23

1 Introduction

1

1 Introduction

1.1 The Infrastructure Funding Statement (IFS) is an annual report which provides a summary of all financial and non-financial developer contributions entered into by the Council for the provision of infrastructure that supports new development in the Borough, and the subsequent use of those contributions by Telford & Wrekin Council. The report covers the financial year 1 April 2022 – 31 March 2023.

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

2 Section 106 Planning Obligations 2022/2023

2 Section 106 Planning Obligations 2022/2023

2 Section 106 Planning Obligations 2022/2023

Background

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

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

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

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

Approach to Infrastructure Delivery

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

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

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

2 Section 106 Planning Obligations 2022/2023

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

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

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

The S106 Process for off-site financial contributions

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

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

2 Section 106 Planning Obligations 2022/2023

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

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

3 S106 Contributions Summary

3 S106 Contributions Summary

3

3 S106 Contributions Summary

3.1 The section below provides the details of all S106 obligations that have been secured, collected, spent, retained and refunded over the financial year 2022/2023. Table 1a and 1b provide an overview of the financial and non-financial contributions.

Table 1: Details of the 2022/2023 Total Monetary Contributions

Monies secured through new development agreed in 2022/23	£2,184,863.78
Monies received in 2022/23	£11,358,915.50
Monies spent in 2022/23	£3,807,223.97
Of which was capital	£3,314,008.19
Of which was revenue	£458,296.48
Monies retained at the end of 2022/23 (excluding “commuted sums” for longer term maintenance).	£20,373,174.28
Monies retained at the end of 2022/23 as “commuted sums” for longer term maintenance.	£5,937,636.60
Monies returned to developers at the end of 2022/23	£6,716.34: TWC/2014/0699 - Land adj to 1 Talbot Close. TRO not required following completion of scheme and monitoring

Table 2: Details of the 2022/2023 Non-Monetary Contributions

No. new affordable housing units secured in 2022/23	691*	
No. affordable housing units which were provided and occupied in 2022/23	Social Rent	Unknown at the time of publication: Awaiting external information
	Affordable Rent	
	Shared Ownership	
	Total	
No. of school places for pupils to be provided through planning obligations agreed in 2022/23	Primary School Places	18
	Secondary School Places	7
	Total	25
No. of school places for pupils which were provided through planning obligations (whenever agreed) in 2022/23	Total	55

3.2 *This formed part of the overall delivery of Affordable Units delivered in year.

4 Section 106 Infrastructure Expenditure in 2022/23

4 Section 106 Infrastructure Expenditure in 2022/23

4 Section 106 Infrastructure Expenditure in 2022/23

4.1 The section below provides detailed breakdown of the infrastructure that has been provided through the financial contributions received through planning obligations that has been spent in 2022/23, and the amount of money, received through planning obligations, spent on each item. These are shown overleaf.

Table 3: Details of 2022/23 Expenditure Categorised by Project Type

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Affordable Housing Projects	W2004/0972 Lawley Affordable Housing	£188,538.67	£204,900.99	Affordable housing project Octavia Court: Provision for supported accommodation for those recovering from homeless rough sleeping
	TWC/2013/0592 Former Ever Ready Site	£16,362.32		
	TWC/2011/0821 Land at Wellington Rd Newport	£730,000.00		Affordable housing project Victoria Mews: Wrekin Housing Group supported to acquire 21 new build houses (freehold)

4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent	Project Delivered
Natural Environment Enhancements	TWC/2010/0722 Redhill - Ecological Park	£1,103.95	Great Crested Newt (GCN) Ponds project
	TWC/2016/0562 Former Beeches Hospital Ironbridge	£1,430.00	Ecology information board at Lodge Field & the Beeches LNR
	TWC/2014/0289 Land at Park Lane Woodside	£5,894.00	Habitat creation for Dingy Skippers

Figure 1: Newly fitted information board displaying Ecology information at Lodge Field Local Nature Reserve (LNR) and The Beeches LNR



4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent	Project Delivered
Highway Projects	TWC/2015/0777 Land at 17 Whitchurch Road Wellington	£3,112.83	Traffic Regulation Order (TRO) in local area of Whitchurch Road
	TWC/2014/0656 Land adj to Stone House Shifnal Road Priorslee	£1,620.90	TRO on Shifnal Road
	TWC/2014/0333 Land at corner of Stafford Rd/A41 Newport	£5,185.13	TRO at Corner of Stafford Rd/A41 Newport
	TWC/2022/0070 Land South of A518/West of A41 Newport	£28,476.19	Newport Innovation Park highway works delivery 2022-2023
	TWC/2013/0995 Maddocks Sports & Social Club	£10,479.47	Safe Routes to school scheme near development linked to Wombridge Primary School
	TWC/2012/0371 Land at Muxton C2 & C3	£18,478.41	Cycle way delivered adjacent to roundabout

4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Play Area Projects	TWC/2019/0252 Land east/south east Sheldar/Covings/ The Old Stables Tibberton	£9,000.21	£23,774.13	Contribution to new play area Tibberton
	TWC/2015/0230 Back lane/ Plantation Rd Tibberton	£14,773.92		
	W2004/0980 Lawley - Newdale NEAP	£109,992.00		Contribution towards Gresham Drive MUGA improvements
	TWC/2017/0941 Castle Farm Way Priorslee	£120,748.30		Contribution towards Teece Drive Skatepark
	W94/0564 New Trench, Donnington	£31,650.00		Contribution towards enhancements at Kingsley Drive play area
	TWC/2012/0320 & TWC/2013/0720 Land at Sommerfield Rd	£12,760.00		Contribution towards enhancements at Caldera Play area
	TWC/2019/0753 Land between Arleston Lane & Dawley Rd	£96,035.09		Play enhancements at John Broad Avenue play area
	TWC/2020/0518 NFU House (Land at Southwater Way)	£39,723.00		Malinslee Centre play area improvements
	TWC/2015/0949 Land adj to The Blue Pig	£25,830.00		Installation of Capewell road play area improvements

4 Section 106 Infrastructure Expenditure in 2022/23

4

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Outdoor Recreation Projects	W2007/1732 Capewell Works	£79,150.00	£159,875.00	Contribution to the design and construction of Wombridge skate park
	W2006/0161 Trench Lock 1 Bloor Homes	£80,725.00		
	TWC/2012/0961 Orchard House Tibberton	£6,209.14	£32,556.01	Contribution towards the fitting of new recreation area and picnic bench area at Tibberton
	TWC/2014/1080 Land at Mill Lane Tibberton	£6,337.93		
	TWC/2016/0365 Sutherland Farm, Back Lane Tibberton	£4,438.55		
	TWC/2016/0446 61 Plantation Rd Tibberton	£15,570.39		
	TWC/2022/0390 Former New College site Wellington	£60,341.54		Millfields road MUGA
	TWC/2019/0487 Land West of Lawford Close off Majestic Way	£12,000.00		Little Dawley Pool disabled angling 5 pegs
	TWC/2015/1111 & TWC/2017/1050 Land adj to Walton Ave/Ridgeway High Ercall	£26,415.00		Enhancement works to BMX Track at High Ercal Village Hall
	TWC/2011/0827 Land at Audley Avenue	£30,898.50		Drainage and preparation works for Shukers Playing Fields

4 Section 106 Infrastructure Expenditure in 2022/23

	TWC/2011/0827 Land at Audley Avenue	£94,920.00	Fitting of a MUGA, outdoor gym and 2 lane running track Shukers playing Fields
	TWC/2017/0233 & TWC/2018/0659 Land at Plough Lane Newport	£25,950.00	Contribution towards Newport Skate Park
	TWC/2015/0060 The Coddon Sports & Social Club application	£12,100.00	Fitting of artificial grass at Donnington Wood Bowling Club

Figure 2: New play and recreation facilities with a picnic bench area fitted in Tibberton



4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Public Rights of Way Projects	TWC/2017/0233 & TWC/2018/0659 Land at Plough Lane Newport	£28907.24	£76,563.00	Contribution to enhancement of Newport Canal
	TWC/2011/0821 Land at Wellington Rd Newport	£47,655.76		
	W2005/1460 Land at Maddocks Court	£1,713.63		

Figure 3: Footpath enhancement alongside Newport Canal



4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Education Projects	TWC/2019/0487 Land West of Lawford Close off Majestic Way	£48,803.00	£83,818.62	Contribution towards the expansion of Telford Langley School
	TWC/2018/1019 Land South of Newcommon Way	£35,015.62		
	TWC/2018/1019 Land South of Newcommon Way	£81,703.12		Improvements to Haughton School; x4 classroom extensions
	TWC/2012/0650 & TWC/2014/0237 Land off Doseley Works Doseley	£108,879.10		Contribution towards x4 new class bases & replace Demountables at Ladygrove Primary School
	TWC/2014/0333 Land at corner of Stafford Rd/A41 Newport	£319,415.05		Contribution towards improvements at Newport Infant School
	TWC/2014/0484 & TWC/2016/0332 Land West of The Cedars Rodington	£27,820.58		Contribution towards Allscott Primary new school
	TWC/2010/0722 Redhill - Education	£53,162.41		Contribution towards St Georges Primary demountables
	TWC/2011/0821 Land at Wellington Rd Newport	£325,147.55		Contribution towards the expansion of Newport Junior School
	TWC/2019/0252 Sheldar/Covings/ The Old Stables, Tibberton	£78,750.42		Contribution towards the expansion of Burton Borough School
	TWC/2015/1111 & TWC/2017/1050 Land adj to Walton Ave/Ridgeway High Ercall	£114,887.22		High Ercall classroom remodeling
	TWC/2016/0446 61 Plantation Rd Tibberton	£3,831.76		Contribution towards Tibberton Primary demountables

4 Section 106 Infrastructure Expenditure in 2022/23

**Figure 3: Newly constructed Allscott Meads Primary School by SJ Roberts Construction as a part of the TWC/2014/0113 Former British Sugar site, Allscott
Opened September 2023**



4 Section 106 Infrastructure Expenditure in 2022/23

	Development Site	S106 Contributions Spent	Project Delivered
Community Projects	TWC/2013/0606 Land at Hadley Park West	£61,402.50	Enhancement of Grade II listed structures and public realm at ThomasTelford Hadley Locks
	TWC/2011/0575 Land South of St Michaels Church Waters Upton	£50,662.79	Waters Upton Parish Council: Commuted sum following transfer of land for community parking facilities

Figure 4: Enhancement of Grade II listed structures and public realm at Thomas Telford Hadley Locks



4 Section 106 Infrastructure Expenditure in 2022/23

Table 4: Revenue Expenditure in 2022-2023

	Project/Type	Receipts Spent
Revenue Spending	Play Area Maintenance	£142,500.64
	Bus Subsidy	£102,673.33
	Landscape Maintenance	£67,474.78
	Outdoor Recreation Maintenance	£61,629.15
	Project Delivery	£55,308.88
	Tree Maintenance	£13,890.00
	Lightmoor Wildlife Park	£12,225.00
	Drainage Inspection Maintenance	£2,570.00
	Community Facilities Maintenance	£24.70
	Total	£458,296.48

Other Expenditure

4.2 The total amount of money, received through planning obligations, spent in 2022/23 on repaying money borrowed, including any interest, and details of the items of infrastructure which that money was used to provide (wholly or in part) £0.00.

4.3 Total amount of money, received through planning obligations spent in 2022/23 in respect of monitoring in relation to the delivery of planning obligations: £34,919.30

5 Section 106 Receipts Retained

5 Section 106 Receipts Retained

5

5 Section 106 Receipts Retained

5.1 The total amount of money, received through planning obligations prior to 2022/23, *which had not been allocated* (to an infrastructure project or item) by the end of 2022/23: £0.00

5.2 The total amount of money received under any planning obligation in any year, *which had been allocated* (to an infrastructure project or type) for spending by the end of 2022/23 but which had not been spent: £0.00

5.3 Summary details of the infrastructure projects or items to which receipts from planning obligations, whenever collected including 2022/23, have been allocated (but not spent) and the amount allocated to each item: **£20,373,174.28** see the tables below

5 Section 106 Receipts Retained

Table 5: Contributions retained, categorised by contribution type

Landscape Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£16,049.93	Improvements to the Woodland
	TWC/2014/0272	Ivydale High Street Coalport	£452.19	Improvements to the Silkin Way - tree planting
	Totals		£16,502.12	

Play Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	W2004/0972	Lawley Princess End NEAP	£39,158.45	Contribution to Princess End NEAP
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£49,979.03	Off-site play & recreation within the vicinity
	W2003/0201	Development at Old Office Rd Dawley	£25,407.91	Contribution to multi use games area
	TWC/2013/0855	Land rear of Willow Tree Cottage Station Rd Newport	£3,098.80	Recreational facilities at Wallshead Way Church Aston
	TWC/2016/0107	Former Concrete Works, Lightmoor	£41,097.67	Enhancement of existing play at Croppings/ Stocking Park & Holywell Meadow Play Area
	TWC/2018/1019	Land South of Newcommon way	£45,908.82	The Saplings Play Area
	TWC/2012/0530	Land at Priorslee East (HCA)	£54,249.04	NEAP in development Vicinity
	TWC/2020/0168	Land adjacent to 23 Wellington Road Muxton	£21,458.06	Play & recreation within 1000 meters from the development site

5 Section 106 Receipts Retained

TWC/2013/0592	Former Ever ready site	£6,181.46	Recreation & Leisure contributions in the vicinity
TWC/2011/0827	Land at Audley Ave	£177,158.35	Improvements to local play facilities
W2004/0980	Land at Lawley - Ironbridge Way LEAP	£56,540.27	LEAP Capital contribution
TWC/2021/0852	Site of Castle Lodge Dawley	£9,272.87	Recreation in lieu of agreement
TWC/2021/0557	Land at Woodhouse Farm	£10,597.46	Contribution to off-site play & recreation
TWC/2018/0658	Land East of Charlton School	£31,620.45	Upgrade local play area
TWC/2016/0978	Land to the rear of 32 Bratton Road	£9,281.17	Off-site play at Squirrels Meadow Bratton
TWC/2018/0596	Site of Caravan & Camping Centre Stadium Way Hadley	£9,225.10	Upgrade local play facilities
TWC/2014/0888	Land Adj to The Old Rectory Waters Upton	£4,409.81	Contribution to play/recreation facilities within the area
W2002/0175	Salters Lane, Newport	£1,930.46	Play facilities within the vicinity
TWC/2014/0656	Land adj to Stone House Shifnal Rd, Priorslee	£5020.84	Play equipment/Recreational facilities & environmental/tree enhancements

5 Section 106 Receipts Retained

	TWC/2014/0333	Land at corner of Stafford Rd /A41 Newport Shropshire	£60,886.15	Contribution to off-site play & Recreation within the area
	TWC/2013/0606	Land at Hadley Park Rd West Millar Homes	£2,060.37	Contribution to off-site play facilities within the area
	Totals		£664,542.54	

Outdoor Recreation Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2015/0060	Coddon Sports & Social Club	£10,920.02	Contribution to replacement bowling facilities within the borough
	TWC/2020/0886	Site of Webb Cres & Windsor Rd Dawley	£10,597.57	Recreation facilities at Portley Road Dawley
	TWC/2017/0714	Snedshill Way	£12,281.43	Outdoor recreation in the vicinity
	TWC/2016/0446	61 Plantation Rd Tibberton	£334.88	Recreation at Tibberton Playing Fields
	TWC/2011/0827	Land at Audley Ave	£119,411.46	Sports pitch improvements at Shuckers Field
	TWC/2019/0228	Land adj to The Shires Shifnal Rd	£5,125.76	Recreation within the vicinity
	TWC/2015/1111	Land adj to Walton Ave/Ridgeway High Ercall	£317.17	Recreation facilities on land adjacent to the village hall
	TWC/2016/1152	Parkland House Audley Ave	£32,032.09	Play and recreation at Shuckers Field

5 Section 106 Receipts Retained

	W2007/1521	Land at DSDC, Station Rd Donnington	£8,834.26	Facilities at Broadoak Field including pitch drainage
	W2004/0972	Land at Lawley Farm	£45,979.96	Newdale sports pitch contribution
	TWC/2010/0200	Somerfield Rd (Phase 2)	£3,095.15	Landscaping & upgrading existing recreation facilities
	W2004/0980	Lawley Common Sports Pitches	£806,848.83	Lawley Common sports pitches
	TWC/2012/0371	Land at Muxton C2 & C3	£33,211.93	Marsh Brook Way recreation contribution
	TWC/2012/0609 & TWC/2014/1124	Woodlands Primary Redevelopment	£60,397.90	Off-site pitch improvements at William Reynolds School
	TWC/2013/1033	Land off Haygate Rd	£147,657.76	Off-site pitch contribution Orleton park & OD Murphey recreation ground
	TWC/2012/0787	Former White Hart Pub	£7,015.00	Recreation contribution
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£5,217.47	Recreation at Norbroom Park
	TWC/2017/0454	Land at The Vineyard North Rd Wellington	£7,086.85	Recreation facilities at Bowring Park
	TWC/2020/0518	NFU House (Land at Southwater Way)	£15,206.83	Leisure and sports facilities at Telford Town Park

5 Section 106 Receipts Retained

TWC/2012/0961	Land at Orchard House Tibberton	£6,984.82	Recreation facilities within Tibberton Parish
TWC/2018/0435	Site of Bowring Hall, 300 Holyhead Road, Wellington	£9,782.38	Existing play and recreation facilities at Bowring Park
W2005/1547 & TWC/2011/0285	George Hill, Upper Bar, Newport	£10,237.39	Off-site Recreation facilities
TWC/2019/1043	Wellington & District Cottage Care	£9,170.97	Upgrading Existing play & recreation facilities at Bowring Park
TWC/2011/0334	Land at Newport Business Park	£1,555.12	New LEAP & improvements to Shukers Field
TWC/2012/0886	Land at 121-125 Hadley Park Road	£1,897.85	Contribution to recreation facilities within the vicinity
TWC/2010/0089	Highfield House	£1,913.76	Contribution to upgrade local community facilities
TWC/2014/0360	Land at Heath Hill/Balls Hill	£2,710.21	Contribution to bowling facilities in Dawley
TWC/2014/0010	Land at Chilcott Drive Madeley	£9,254.39	Contribution towards Hills Lane Drive play area
TWC/2019/1031	Site of Royston, 68 Rosecroft, 9&70 Park Rd/Leonards Rd Malinslee	£20,791.93	Expanding play area at Malinslee Centre (off Brunel Road)

5 Section 106 Receipts Retained

	TWC/2021/0105	The Queens Arms	£6,613.33	Recreation facilities in
	TWC/2018/1019	Land South of Newcommon way	£13,782.15	Sports & recreation within the locality
	TWC/2014/0746	Site of Maxell Europe Ltd	£148,285.50	Sport & leisure facilities at Apley Pool
	TWC/2021/0557	Land at Woodhouse Farm	£10,597.46	Sport & leisure facilities situated within the vicinity of the development
	TWC/2016/0107	Former Concrete Works Lightmoor	£41,097.67	Recreation facilities at Croppings/ Stocking Park & Holywell Meadow Play Area
	TWC/2022/0390	Former New College Wellington	£4,716.31	Sport & leisure facilities towards the MUGA at Millfields Park
	Totals		£1,630,963.56	

5 Section 106 Receipts Retained

Highways Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	W2004/0972	Land at Lawley Farm	£61,695.24	Toucan crossing at Glendale Lawley & traffic calming at Dawley Rd, Lawley
	W2004/0972	Land at Lawley Highways/Transport	£53,924.14	Traffic management works in Lawley
	TWC/2013/0096	Land at East Ketley - KMC Cycle Routes	£75,790.16	Land at East Ketley-KMC Cycle Routes
	TWC/2016/0535	Springfields Industrial Estate Newport	£5,211.42	Double yellow lines to development front & nearby junction
	TWC/2016/0804	Land at Gatcombe Way Priorslee	£9,803.41	Traffic calming between Gatcombe Way & Highgate Drive
	TWC/2015/0217	Site A pool Hill Road Horsehay	£8,226.54	Road safety improvements at Pool Hill /Doseley junction
	TWC/2014/0230	Back Lane/Plantation Rd Tibberton	£14,210.44	Speed & traffic management on B5062
	TWC/2013/1033	Land off Haygate Rd	£479,448.70	Traffic calming in the vicinity
	TWC/2016/0952	Roden Care Home	£15,850.62	Footpath patching & tactile crossing to the front of the development land
	TWC/2015/0580	Land at 44 Cherrington Tibberton	£1,105.28	Traffic & speed management on B5062 into Tibberton
	TWC/2017/0714	Snedshill Way	£33,883.25	Highway works in the vicinity

5 Section 106 Receipts Retained

5

TWC/2016/0365	Farmstead at Sutherland Farm Tibberton	£5,909.45	Passing place on Back Lane & legal fee
TWC/2016/0446	61 Plantation Rd Tibberton	£6,876.64	Traffic & speed management on B5062
TWC/2016/0562	Former Beeches Hospital site Ironbridge	£8,378.09	Improvements to highway signing
TWC/2019/0228	Land adj to The Shires Shifnal Rd	£5,125.75	Provision of yellow line in the vicinity
TWC/2018/0775	Land adj to B8 MOD Hortonwood	£67,584.20	Strategic highway improvements
TWC/2016/1182	Land North of Roden Lane Farm Roden	£30,704.35	Traffic calming on Roden Lane
TWC/2015/1079	Sambrook Hall Farm	£3,322.64	Contribution to alteration of priority at junction of west of main access to the development
TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£7,248.65	Dawley Rd 40mph Signs & lines
TWC/2018/0757	Land at rear of Hadley Park House Hotel	£144,409.70	Highway improvements on the network - servicing Hadley Park & Hortonwood West
TWC/2014/0113	Former British Sugar site Allscott	£127,080.84	Roundabout & level crossing contribution

5 Section 106 Receipts Retained

TWC/2018/0658	Land East of Charlton School	£79,898.85	Various highway schemes
TWC/2019/0252	Land east/south east Sheldar / Covings / The Old Stables Tibberton	£30,118.00	Traffic & speed management within the vicinity of Back Lane Tibberton
TWC/2020/0518	NFU House (Land at Southwater Way)	£40,000.66	Highway improvements in the vicinity
TWC/2018/0361	Land at 66 Tibberton	£3,169.28	Traffic management on B5062
TWC/2015/0157	Land at Former Dairy Crest site Crudgington	£52,585.23	Highway improvements to existing junctions on A442 between & including Crudgington crossroads & Shawbirch round-a-bout
WC/2019/0840	Land North East of Halesfield Roundabout	£32,738.59	Telford & Wrekin Growth Point Strategy
TWC/2018/0780	Corner of Holyhead Rd/Telford Way, Snedshill	£62,188.95	Strategic improvements to the local highway network
TWC/2015/0728	Land at corner of Redhill Way/A5	£288,253.87	1st installment highway works to Limekiln way & Junction 5 M54
TWC/2014/0746	Site of Maxell Europe Ltd	£236,025.81	Contribution towards Shawbirch roundabout
TWC/2020/0168	Land adj to 23 Wellington Road Muxton	£37,604.24	Contribution towards the strategic highway network

5 Section 106 Receipts Retained

5

TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£547,202.65	First installment highway works to junction 4 M54
TWC/2017/0321	Halesfield 18 & 20	£69,932.22	Highways works at the Brockton Interchange
TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£81,134.88	Strategic Highways Network improvements
TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£112,041.05	Strategic Highways Network improvements
TWC/2021/0010	Land opposite Wrap Film Systems Ltd Hortonwood 40	£74,748.79	Strategic Highway Network Improvements
TWC/ 2021/0670	Former Doseley Works (Phase 3C2)	£12,572.81	Improvements on St Luke's Rd/Frame Lane
TWC/2022/0040	Land rear of Wrap Film System Ltd	£35,004.01	Strategic Highway Network Improvements
TWC/2019/0216	Land rear of Merlin House Halesfield 19	£12,638.30	Towards improvements to Naird /Randley interchange and/or Brockton loop
TWC/2021/0937	Land Adj to Golden Bear Products	£74,355.65	Strategic Highway Network Improvements

5 Section 106 Receipts Retained

	W2005/1547 & TWC/2011/0285	Land at Upper Bar Newport George Hill	£12,901.55	Traffic calming in the vicinity
	W84/0657	Donnerville Gardens	£15,181.90	Private drive maintenance
	TWC/2010/0492	Madeley Academy Sixth Form extension	£12,984.65	Highways improvements to footway crossing the Ironbridge bypass at the Castlefields roundabout
	TWC/2013/0083	Land at Hadley Park West (Oakhampton Road)	£77,699.35	Contribution to Leegomery roundabout improvements
	TWC/2010/0111 & TWC/2014/0258	Land at Former Ibstock Brickworks	£23,757.34	Highway improvements at Brick Kiln Bank & Broadmeadow Lane
	TWC/2015/0950	Honey House Tibberton	£1,035.08	Contribution towards formalised passing bay in Back Lane Tibberton
	TWC/2017/0582	Land at Telford Town Centre (Bus Station)	£110,908.22	Major highway works in the vicinity
	Total		£3,302,471.44	

Transport Contributions Retained	Planning Application No	Scheme	Bal Carried Forward	Project
	TWC/2011/0821	Land at Wellington Rd Newport	£23,013.34	Public transport infrastructure
	W2004/0972	Land at Lawley Farm	£5,606.29	Bus shelter at Dawley Rd Lawley
	W2004/0981	Land at East Ketley KMC (Bus shelters)	£21,129.43	Improvements of bus shelters on Holyhead Rd

5 Section 106 Receipts Retained

5

	W2006/0706	Land off St Heliers Drive, Dawley Bank	£5,967.85	Bus shelters on Milners Lane / St Heliers Drive
	TWC/2013/0297	Land of Edgmond Rd Newport	£10,603.16	Improvements to two bus stops on Chetwynd Road & Chetwynd End
	TWC/2013/0887	Land at Audley Ave (ALDI)	£12,504.63	Bus shelter & bus stop at Audley Ave
	TWC/2013/1033	Haygate Road Wellington	£10,965.45	Improvements to bus stop infrastructure located on Haygate road
	TWC/2017/0941	Land West of Castle Farm Way Priorslee	£10,692.09	Bus stop improvements in vicinity of development
	TWC/2011/0827	Audley Ave (Housing)	£12,373.94	Newport Town Centre Bus Station Contribution
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£10,354.87	Bus stop Improvements on Kingsland
	W2006/0161	Trench Lock 1 Bloor Homes	£27,959.19	Transport infrastructure including shelters, refuges
	TWC/2014/0333	Land at corner of Stafford Rd /A41 Newport Shropshire	£16,384.42	Bus shelter improvements & raised platforms in vicinity of development
	TWC/2013/0774	New School at Priorslee	£10,389.01	Improvement of bus stops in vicinity of development

5 Section 106 Receipts Retained

	TWC/2016/1198	Land South of Naird Lane	£10,387.99	Bus stop improvements in Stafford Park & upgrade of footpaths & cycle ways
	TWC/2021/0930	The Endeavour Centre North Road	£9,654.25	New placement of off grid bus shelter
	TWC/2014/0746	Maxell Site	£41,303.51	Leegomery Roundabout Contribution
	TWC/2021/0010	Land opposite Wrap Film Systems Ltd Hortonwood 40	£28,164.27	Cycle Route Works; alterations to the existing verge and footway on the southern side of Hortonwood 60 between its junction with Hortonwood 40 and Hortonwood 50 to create a new footway/ cycleway
	Total		£267,453.69	

5 Section 106 Receipts Retained

Affordable Housing Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2011/0821	Land at Wellington Rd Newport	£1,348,502.08	Contribution to affordable housing delivery in Newport
	TWC/2016/0560	Land between Beech Hill & Blue House Farms	£375,902.80	Contribution to affordable housing delivery in Newport or Edgmond
	TWC/2013/1033	Land off Haygate Rd	£9,330.01	Contribution to affordable housing delivery within Wellington
Totals			£1,733,734.89	

Community Facility contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£20,274.12	Contribution towards Disabled angling at Apley pool
Totals			£20,274.12	

5 5 Section 106 Receipts Retained

Education Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2014/0746	Site of Maxell Europe Ltd	£1,685,719.67	Education facilities at Millbrook Primary School & Charlton School
	TWC/2011/0821	Land at Wellington Rd Newport	£117,066.71	New primary provision & expansion of secondary provision Burton Borough Music block
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£466.09	Primary education facilities
	TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£ 2,630,309.08	Provision of a New Free Primary School at Priorslee
	TWC/2012/0530	Land at Priorslee East (HCA)	£373,463.45	Primary education within 2 miles of the development
	TWC/2020/0518	NFU House (Land at Southwater Way)	£147,323.97	Primary & secondary education
	TWC/2015/0157	Land at Former Dairy Crest site Crudgington	£641,021.72	Primary and Secondary school contributions and secondary school transport
	TWC/2016/0107	Former Concrete Works Lightmoor	£ 159,595.89	Education facilities at Captain Webb Primary School

5 Section 106 Receipts Retained

5

W2006/0291 & TWC/2011/0541 & TWC/2015/0843	B1/B3 Apley Castle (Perigrine Way)	£138,749.14	Contribution towards Milbrook Primary extension
TWC/2013/1033	Land off Haygate Rd	£1,115,848.97	Primary & Secondary Contributions
TWC/2017/0941	Land West of Castle Farm Way Priorslee	£920,110.76	Contribution towards Primary Education and Holy Trinity Academy
TWC/2016/0446	61 Plantation Rd Tibberton	£106,532.88	Contribution towards Tibberton Primary School
TWC/2016/0562	Former Beeches Hospital site Ironbridge	£193,691.46	Remodelling Madeley Primary school
TWC/2011/0827	Audley Ave (Housing)	£654,457.67	Improvements to Education facilities Newport Infants and Burton Borough school
TWC/ 2021/0795	Land West of Station Road, Newport	£ 595,782.28	Improvements to local primary & secondary schools within 3 mile radius of the site
TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£110,733.31	Remodelling Church Aston School
TWC/2019/0252	Sheldar /Covings /The OldStables, Tibberton	£6,601.12	Improvement of Primary & secondary schools within the vicinity
TWC/2016/0978	Land to rear of 32 Bratton Rd	£56,811.8	Primary Education at Wrekin View Primary
TWC/2019/1031	Site of Royston, 68 Rosecroft, 9&70 Park Rd/Leonards RdMalinslee	£137,079.98	Lawley Village Academy expansion

5 Section 106 Receipts Retained

	TWC/2019/0487	Land west of Lawford Close, off Majestic Way	£121,306.50	Primary & Secondary education within 3 mile radius of development
	TWC/2014/1080	Land at Mill Lane Tibberton	£120,543.94	Extension at Tibberton Primary
	TWC/2021/0557	Land at Woodhouse Farm	£112,450.37	Primary & Secondary Education within 3 miles of the development vicinity
	TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£399,035.85	Primary & Secondary Education within 3 miles of the development
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£878,986.45	Primary & Secondary Education within the development vicinity
	TWC/2021/0670	Former Doseley Works (Phase 3C2)	£ 177,580.34	Improvements to local primary & secondary schools within South West Telford
	TWC/2022/0390	Former New College Site Wellington	£137,996.04	Primary & Secondary Education in Wellington
	Totals		£11,739,265.44	

5 Section 106 Receipts Retained

5

Natural Environment Enhancements	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2010/0085	Leaton Quarry	£173.65	Biodiversity Study
	TWC/2018/0252	Pool Hill Plot E Dawley	£14,154.56	Ecology Commuted sum
	W2004/0972	Lawley Sustainable Development	£1,443.05	Costs incurred in assessing any sustainability plan submitted
	TWC/2016/0562	Former Beeches Hospital Ironbridge	£11,245.30	Enhancements to Local Wildlife site at The Beeches
	TWC/2019/0487	Land West of Lawford Close, off Majestic Way	£54,811.62	Improvements & maintenance of Dawley pools & pit mounds
	TWC/2018/1019	Land South of Newcommon way	£25,242.17	Enhancements to adopted LNR at Rough Park
	TWC/2021/0127	Halesfield 18 & 20	£35,916.50	Biodiversity enhancements
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£15,336.86	Biodiversity enhancements
	TWC/2014/0289	Land off Park Lane Woodside	£584.09	Wildlife Habitat creation
	TWC/2021/0010	Land on the East side of Hortonwood 40	£22,579.50	Tree and Ecology mitigation
	TWC/2016/0107	Former Concrete Works Lightmoor	£13,172.39	Reptile habitat work at Lightmoor Wildlife Park
	TWC/2021/0968	Plot 6 Hortonwood	£741.42	Newt licensing

5 Section 106 Receipts Retained

	TWC/2022/0040	Land rear of Wrap Film System Ltd	£162,984.14	Biodiversity enhancements
	TWC/2021/0937	Land adj to Golden Bear Products	£86,513.85	Biodiversity enhancements
	TWC/2022/0881	Former Dunn Cow, Little Dawley	£4,852.62	Biodiversity enhancements
	Totals		£449,751.72	

5 Section 106 Receipts Retained

Public Rights of Way	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2011/0821	Land at Wellington Rd Newport	£641.45	Contribution to enhancement of Newport Canal
	TWC/2014/0230	Back Lane/Plantation Rd Tibberton	£5,683.78	Rights of way improvement sum for Tibberton
	TWC/2016/0918	The Red Lion Holly Rd Little Dawley	£6,710.45	Improvements to pedestrian link between Hafren Rd & Holly Rd Little Dawley
	TWC/2013/1033	Land off Haygate Rd	£8,919.66	Rights of way improvement sum in Wellington
	TWC/2018/0524	Croppings Farm Stoney Hill	£9,670.97	Improvements to Rights of way connecting Stoney Hill to Lightmoor Way
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£24,588.92	Footpath provisions at canal bridge and top of Newport Canal
	TWC/2014/0113	Former British Sugar site Allscott	£28,903.48	Rights of way improvement sum in development vicinity
	TWC/2018/0361	Land at 66 Tibberton	£1,267.71	Rights of way improvement sum in Tibberton
	TWC/2018/1019	Land South of Newcommon way	£10,823.78	Rights of way improvement sum in development vicinity
	TWC/2014/0746	Site of Maxell Europe Ltd	£57,033.45	Works to improve footpaths around Apley Pool
		Page 138		

	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£100,574.58	Footpath routes in Granville Park
	TWC/2016/0107	Former Concrete Works Lightmoor	£39,517.05	Rights of way improvement sum in development vicinity
	TWC/2012/0650 & TWC/2014/0237	Land off Doseley Road Doseley	£101.65	Contribution to reinstate of Public Rights of Way in Doseley
	TWC/2010/0111 & TWC/2014/0258	Land at Former Ibstock Brickworks	£1,021.94	Rights of way improvement sum in development vicinity
	Totals		£294,175.97	

Trees	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2010/0722	Redhill - Ecological Park	£258,464.59	Maintenance according to landscape plan of Redhill Ecological Park
	W2004/0972	Lawley trees	£22,411.65	Maintenance of street trees in Lawley
	TWC/2012/0371	Land at Muxton C2 & C3	£7,192.92	Footpath creation in the vicinity
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£67,129.69	Management of tree lined Avenue, Apley Woods

5 Section 106 Receipts Retained

5

	TWC/2020/0518	NFU House (Land at Southwater Way)	£7,402.30	Management of woodland (Nuplace site)
	TWC/2021/0795	Land West of Station Road, Newport	£27,329.98	Tree replacement contribution
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£89,481.53	Tree replacement contribution
	TWC/2021/0937	Land adj to Golden Bear Products	£52,962.13	Tree replacement contribution
	Totals		£521,492.98	

TELFORD & WREKIN COUNCIL
REVENUE BASE BUDGET - BEFORE ADDITIONAL SAVINGS

<u>Service</u>	<u>2024/25</u> <u>GROSS</u> <u>EXPENDITURE</u> £	<u>2024/25</u> <u>GROSS</u> <u>INCOME</u> £	<u>2024/25</u> <u>NET</u> <u>EXPENDITURE</u> £
Prosperity & Investment	23,220,623	30,606,507	(7,385,884)
Finance & Human Resources	26,513,804	8,745,495	17,768,309
Policy & Governance	7,958,379	7,012,891	945,488
Children's Safeguarding & Family Support	57,124,986	6,847,814	50,277,172
Education & Skills	144,987,979	129,512,442	15,475,537
Health & Wellbeing	12,606,169	10,352,369	2,253,800
Adult Social Care	110,677,483	38,780,788	71,896,695
Neighbourhood & Enforcement Services	46,124,631	11,425,148	34,699,483
Housing, Employment & Infrastructure	8,512,047	6,272,972	2,239,075
Communities, Customer & Commercial Services	87,161,669	83,056,459	4,105,210
Corporate Items (including contributions to/from balances)	27,653,443	43,765,185	(16,111,742)
Netting off of Internal Recharges included above	(57,210,480)	(57,210,480)	0
Total Net Budget	495,330,733	319,167,590	176,163,143

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ANALYSIS OF BASE BUDGET MOVEMENTS

Base Budget Movements from 2023/24	£'000	£'000
2023/24 Base Budget		146,774
Capital Funding Reserve - balance not available after 22/23		348
Reversals of use of balances		5,950
		153,072
<u>Inflation</u>		
General - major contracts	2,800	
Pay Inflation (note, this includes an element for 2023/24)	7,399	
		10,199
<u>Council Wide Items</u>		
Pensions - Increases in the lump sum deficit payment - figures from actuaries.	558	
Grant Reductions	1,593	
Joint use - DFE reduction in funding	241	
		2,392
<u>Capital/Treasury</u>		
Cost of Capital Programme	2,789	
		2,789
<u>Service Pressures</u>		
Childrens Pressures	10,348	
Childrens - reprofiling of Foster Care Saving (£4.5m total)	3,500	
Additional cost pressure - Adults	13,937	
Additional Social Care grant funding	(2,451)	
Systems costs	66	
CATs	550	
Other	(444)	
		25,506
<u>Savings</u>		
Approved in 2023/24 Strategy	(8,411)	
In Year Savings	(9,122)	
Assumed savings ref. capital investments	(262)	
		(17,795)
Base Budget		176,163
<u>Less Funding</u>		
Council Tax Income	80,978	
Council Tax increases	4,041	
Council Tax growth in base	1,933	
Council Tax Collection Fund	1,416	
Revenue Support Grant	12,393	
Parishes CTS Grant	(33)	
Top Up	5,919	
Retained Business Rates - local projection	38,359	
Section 31 Grant - local projection	11,657	
Total Funding		156,663
Base Budget Gap		19,500

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SCHEDULE OF SAVINGS PROPOSALS

Description of Saving	2024/25 £	2025/26 £	Total Saving £
Service Restructures and staff savings across the organisation	2,783,118	223,093	3,006,211
Income generation including Nuplace, leisure services and trading operations	5,686,863	-748,484	4,938,379
Service Review/Re-design	1,606,000	992,495	2,598,495
Optimise NDR income	300,000	0	300,000
Procurement efficiencies through review of contracts and capitalisation	419,000	46,000	465,000
Efficiencies through rationalisation of properties	210,000	150,000	360,000
Various other efficiencies across the organisation	6,802,716	-89,866	6,712,850
TOTAL SAVINGS	17,807,697	573,238	18,380,935

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Appendix 11

Children's Safeguarding & Family Support – Continuous Improvement Plan

Introduction:

Councils spent £11.1bn on children's social care in 2021/22, an increase of 41.6% in real terms since 2009/10. Local authorities nationally have routinely overspent on their children's social care budgets for the last 9 years. By 2021/22, 46% had overspent by at least 20% and 10% of local authorities by at least 40%. As a result, acute social care has been prioritised at the expense of other children's services. This is unsurprising given that between 2009/10 and 2021/22, spending on children in care rose by 49.4%, while spending on children's centres and on children under five fell by 73.4%.

Spend is being driven up by the exponentially rising costs of residential care, while at the same time, local authorities are becoming over reliant on expensive agency staff due to the first decline in the numbers of children's social workers in a decade. Cases have become more complex, there are clear sufficiency challenges, and the sector lacks the funding or policy changes needed to tackle the scale of problems being realised.

Children's residential care accounts for over a third of spending on children in care. Between 2015/16 and 2021/22 the amount spent on residential care has increased by 66.2%, including a 14.6% increase in 2021/22 alone. Supply constraints and higher demand, exacerbated by the government withdrawing unregulated accommodation for under 16-year-olds in 2021, are pushing up costs. The situation is so dire that the Department for Education has categorised the risk of market failure in children in care placements as "critical to very likely" during 2023/24.

Our continuous improvement plan is very much focused on reviewing and re-modelling services and finding new and innovative ways of doing more for less. Whilst doing so, our foremost priority is to promote the wellbeing and safeguarding of vulnerable children and young people, in line with our statutory responsibilities.

Local Challenges:

- Telford and Wrekin has an increasingly growing population with the population size having increased by 11.4%, from around 166,600 in 2011 to 185,600 in 2021. This is much higher than the overall increase for the West Midlands (6.2%) and England (6.6%). There has been an increase of 8.3% in children aged under 15 years.
- In Telford and Wrekin, 15.6% of the population was income-deprived in 2019. Of the 316 local authorities in England, Telford and Wrekin is ranked 60th most income-deprived. Of the 108 neighbourhoods in Telford and Wrekin, 29 are among the 20% most income deprived in England.
- Demand for Children's Social Care is higher than it has been for the last five years with the referral rate per 10,000 children in Telford and Wrekin at 543. Whilst this is higher than the West Midlands, it is lower than both our statistical neighbours and all England rate.
- As of 1 April 2023 the rate of looked after children per 10,000 child population was 108.77 against a West Midlands rate of 91.5, England rate of 71.28 and statistical

neighbour rate of 76.7. The Telford and Wrekin rate has decreased considerably since this point and is now 103.73 (as at 24/11/2023).

- The longer-term Covid legacy impact has resulted in some parental concerns being left unaddressed for extensive periods, which has contributed towards negative impacts for children and reduced family resilience.
- Demand pressures have resulted in services prioritising young people and families in crisis, rather than preventive and early help services.
- There are increased complexities in the needs of many of our children and families.
- Increased demand and rising unit costs, particularly for looked after children, is a substantive issue for children's social care. Care Market costs have significantly increased above inflation with workforce being a challenge.
- There is a lack of adequate accommodation across the system but there is also a lack of local accommodation which has negative consequences for children, i.e., leading to them being moved far from family and wider kinship networks. 45% of our looked after children are placed out of borough with 19% placed more than 20 miles from their home.
- Accommodation for children with complex and specialist needs is the scarcest; there are no secure children's homes in the West Midlands.
- The government withdrew the use of unregulated accommodation for under 16-year-olds from September 2021. While intended to improve the quality of children's homes through better oversight, this has placed extra demands on the system. This pressure will intensify given the decision to extend this to 16- and 17-year-olds from October 2023. Research suggests that the Department for Education (DfE) has allocated £123m to cover the impact of these changes over the next three years, but when taking account of demand growth, it is estimated that the total cost to local authorities could be nearly three times this.
- National foster carer shortage – both in terms of recruitment and retention.
- Workforce availability across health and social care. The most important factor in retaining social workers is high caseloads with issues related to being overworked were those most cited by people considering leaving the sector.
- In December 2021 the National UASC Transfer Scheme (NTS) was made mandatory to ensure more equitable distribution of new arrivals across the country. In August 2022, the NTS rate was increased from 0.07% to 0.1% of a LA's child population and, in a push to end the use of hotels to accommodate UASC, the ten-day transfer deadline was reduced to five working days. This has had a significant impact in Telford and Wrekin, with numbers now at 42 (having more than doubled over recent years); making up 9.72% of our overall looked after children population. Many have suffered complex trauma and need additional support.
- We continue to see evidence of the ripple effect felt by our children's services stemming from external factors beyond our control as a local authority. Some of the factors are mentioned elsewhere in this report, such as housing, the cost-of-living crisis and challenges faced by other partner agencies. Education, schools and pressures in the health service have a significant impact on children, and their families, as well as detrimentally on children's services.
- Child sexual exploitation, child criminal exploitation and county lines gangs.
- There is significant evidence relating to the increasing poor emotional wellbeing and mental health needs of children, and their parents and carers, plus a body of national policy and service provision to both prevent and tackle this.

- There are also challenges and pressures on the education and SEND system (including the high needs block of funding) which are of equal concern.
- In Telford and Wrekin, the highest of all starters in both 2021-22 (35%) and 2022-23 (21%) were aged 0-1. This is an age group where early help, parenting programmes and effective pre-proceedings work can have a significant impact on outcomes for families. In 2022-23, 59% of new entries into care were aged 11+ which is an age group where early help, edge of care, child exploitation and diversionary services can have a considerable effect in avoiding care.
- There are an increasing number of young people aged 16-17 presenting as homeless. This is another key area of focus with the development of a Telford and Wrekin Joint Housing Protocol.

Our Operating Model

Our approach to delivering children's services is to ensure that every child has the right to grow up in their birth family, where it is safe for them to do so, and in their best interests. This principle is grounded in Article 8 of the Human Rights Act 1998 – right to a Private Family Life. Where it is not possible, our aspiration is for them to reside within their family or relational networks.

Therefore, the lens of our practice when working alongside families is first and foremost how we can support parents to make this happen. We consider how we can aid the capacity of birth parents to make changes to their parenting to meet the needs of their child or children, utilising professional support complemented by a framework of support available from their extended network of family and friends.

This includes involving extended networks at the earliest stage in terms of identifying support to enable parents to care for their child/children, identifying who could care for their child/children in a crisis or if the situation became unsafe for the child to remain in their parent/s' care and any support that may be required to enable this to happen. As well as ensuring that the child/children/young person maintains meaningful links with people that are important to them.

This is reflected within our Family First Strategy and overarching practice framework which outlines our relational approaches when working alongside children, young people and their families, and our commitment to this approach.

DFE's Strengthening Families, Protecting Children Programme: Family Safeguarding

Telford and Wrekin Council applied and were successful to join the DFE's Strengthening Families, Protecting Children Programme, where £84 million has been invested over 5 years to support up to 20 local authorities to improve work with families and safely reduce the number of children entering care by adopting one of three successful models developed elsewhere.

Family Safeguarding was developed by Hertfordshire County Council in 2015, where it has delivered a radical impact in improving outcomes for children and their families whilst also significantly reducing demands and costs for the county. The model has been independently evaluated as being very effective, has been complimented by Ofsted and is being replicated

by local authorities across the country. Key to its success is the initial intensive support provided to both children and the adults in their families.

The Family Safeguarding Model is predicated on multi-disciplinary joint children and adult teams. The model will therefore be implemented by building on the skills mix of our current Children's Social Work teams by adding community-based mental health staff, domestic abuse specialists and substance misuse workers.

The new model went live in Telford and Wrekin in July 2021. There is ongoing embedding of the Family Safeguarding Model which is already seeing a reduction in re-referrals into children's social care.

Family Hubs

Telford and Wrekin was one of 75 LA's eligible for Government funding to implement a family hub model having been pre-selected in LA rank order using the Income Deprivation Affecting Children Indices. Family Hubs are very much focused on the importance of giving families the support they need recognising that all families need support from time to time to help their babies and children thrive, whether that's from friends, family, volunteers, or practitioners.

The ambition is for every family to receive the support they need, when they need it. Family Hubs enable all families to have access to the information and tools they need to care for and interact positively with their babies and children, and to look after their own wellbeing. They look to improve join-up between state and non-state services and take a whole family approach better supporting families to access the help they need. Evidence is clear that identifying risks early and preventing problems from escalating leads to better long-term outcomes.

Family Group Conferences/Family Conversations

Families are offered the opportunity to engage in a family group conference. The ethos of this is to recognise the strengths that are evident within the family and how these can be built upon to support in meeting the needs of the child/young person, supporting them to resolve difficulties using their own knowledge and skills which is complimented by professional support.

Linked to this we also offer family conversations to enable the extended relational network of a child/young person to be able to voice their opinions; sharing their knowledge and expertise to devise a family plan to meet the child/young person's needs and to help keep them safe. Family meetings need to occur at the earliest stage to support parents caring for their children, but also as a mechanism for identifying who could care for the child in a crisis or be considered to care for the child if it is not safe for them to remain at home with their parents. The meetings also seek to identify any barriers for family members/extended networks being able to care for a child/young person and provides an opportunity for support to be provided early with an aim to mitigate any difficulties identified.

NSPCC Reunification Practice Framework

When a child is being cared for by the local authority we will continually review if it is in the child's best interests to return to the care of their parents or be placed within their relational network and identify the support that would be required.

If a child is subject to a Care Order and is placed at home with his/her parents under Care Planning, Placement and Case Review Regulations 2010, the local authority will keep the arrangement under regular review and seek to revoke the Care Order at the earliest opportunity once assessments show that the parent/s have been able to make and sustain positive change.

In 2019-20, the NSPCC Reunification Practice Framework was introduced in Telford and Wrekin's children's services. It was reported in our 2020 Ofsted inspection that we have "A highly effective and creative service [that] successfully assists children, especially older children, to remain with their birth family, or supports a return to their family wherever it is safe to do so... Families are supported to ensure that changes are sustainable, avoiding the need for further care episodes and reducing the need for further statutory involvement. Exit strategies are carefully planned to ensure that families can sustain change themselves."

Family Solutions

The Family Solutions service includes Family Group Conferencing and works to achieve several key outcomes that feed into the cost improvement plan.

Our services refer to Family Solutions when it is considered that a child is perceived to be at the 'edge of care' or at risk of becoming looked after.

Family Solutions also support children and young people to stepdown from residential to foster placement, providing clear stepdown plans and working with all involved to ensure that there is robust planning to achieve successful transition and prevent placement breakdowns. The remit of this offer is now broader, with support for some of our older young people to transition to semi-independent living arrangements and support for reunification plans, with the whole team trained in and championing the NSPCC reunification practice framework.

Systemic Practice

We are now in the seventh year of embedding Systemic Practice in to make system changes to the way we work with children and young people. The systemic practice model is family-focused, and strengths-based, to build families and/or young people's capacity to address their own problems more effectively.

We have delivered whole service implementation of the systemic practice model. The practice model enables our workforce to work intensively with families to empower them to solve their own problems and change behaviours instead of referring out to others.

The Systemic Team also deliver systemic PODs to support both families and practitioners which ensures consistency with our relational and systemic approach and avoids the need to commission high-cost therapy externally.

Family Networks

Family Networks Pilot through the Department for Education as part of the programme launched to transform children's social care. This pilot is designed to help keep more children in loving and stable family homes where it is safe to do so. The purpose of this pilot is to find transformative ways to involve wider family members with funding to support parents so that children and stay at home with their families. The pilot will conclude in March 2025.

Together4Children

We continue to be part of the Together4Children Regional Adoption Agency (RAA) as a partnership between Shropshire Council, Staffordshire County Council, Stoke-on-Trent City Council and Telford & Wrekin Council. The RAA delivers a range of functions, including:

- Recruiting and assessing adoptive families;
- Finding families for the children from our region who need adoptive families;
- Providing adoption support services to adopted children, their families, birth families and adopted adults.

In-house Fostering Strategy

As corporate parents our ambition is to recruit and retain the best foster carers to provide the best possible care for our looked after children. Our “in-house” foster carers are central to our aims to secure the best possible outcomes for children in our care.

We have increased both the support provided and financial incentives to our in-house foster carers, aiming to reduce future costs of the service by increasing the number of in-house options, as well as ensuring that in-house foster carers have the financial resources to provide the best care possible for children in their care.

This has enabled the authority to become financially competitive in the foster care market and has ensured that existing foster carers remain with the borough. We are also holding family finding events and focusing on targeted recruitment campaigns for foster carers able to care for sibling groups and fostering plus placements.

We have also:

- Introduced the Mockingbird Model. Mockingbird uses an extended family model, in the form of ‘constellations’ which consist of a ‘hub’ home and several ‘satellite’ homes nearby. The specially recruited and trained hub home carers offer respite care, peer support, regular joint planning and social activities. Because of its structure, Mockingbird helps alleviate the sense of isolation foster carers can feel and offers immediate practical support - similar to that a non-fostering family might receive from friends and relatives.
- Further developed our marketing strategy, with a dedicated resource to make the Telford and Wrekin fostering brand more visible across the borough.
- Reviewed our recruitment processes to ensure that the service responds swiftly to all enquiries and visit all potential new carers as soon as they express an interest in becoming a foster carer for Telford and Wrekin.
- Developed our support offer to Foster Carers which includes access to therapy to promote wellbeing and improve placement stability for our children and young people.
- Worked with colleagues from across the Council to look at additional ways to support our in-house fostering service to support our carers to care for children and young people with disabilities or additional support needs, e.g. through adaptations and housing offers.
- Enhanced focus on Family and Friends foster care.

Commissioning and brokerage of care and placements

We are in the process of implementing the Valuing Care tool to existing commissioning and brokerage processes and practice – with a focus on home finding and provider management. The aim is to demonstrate an alternative approach to finding care which better meets need and provides better value, by more clearly and accurately describing the child's need and focussing on strengths and aspirations.

As part of this we will be looking to identify opportunities for changes to care, support and placements (inc. step down, reunification, permanence, alternative level of support, engagement with health). We are also delivering an intervention which uses the 'Family Values' approach to improve, develop and strengthen foster carer recruitment and retention.

Child and Family Ambassador Volunteer Scheme

The service is currently reviewing the Telford and Wrekin Children's Volunteering Strategy: The Child and Family Ambassador (Volunteer) Scheme and its role in supporting service delivery and increasing support to children and families. There are clear savings to be made from using volunteers and providing additional capacity for demand and supporting exit strategies for practitioners.

Reducing Parental Conflict

Following our successful application to the Reducing Parental Conflict (RPC) Workforce Development Grant, a Reducing Parental Conflict partnership conference was held in February 2022 to raise awareness and knowledge and enhance skills around Reducing Parental Conflict. We have also developed and implemented a bespoke intervention tool kit and introduced experts' 'Specialist Relationship Champions' across the Partnership to be a point of contact to share good practice and knowledge. We have also enhanced practitioner training completed by Relationship champions.

Investment in specialist Criminal Exploitation Team

We have invested in our CATE team and have commitment to complete all recommendations following on from the Independent Inquiry Report.

Improved collaboration

Participation and consultation is embedded as standard practice with children, families, carers and staff, including the introduction of the Dandelions Group - our Parent Participation experts.

Practitioner recruitment and retention

Introduction of a Social Work Progression Framework to better support our Social Worker recruitment and retention.

Summary

The ongoing development of our Children's Services Improvement Programme aims to ensure that families experiencing complex and multiple difficulties will receive accessible co-ordinated support at the time that they need it. Targeted and specialist interventions are offered to children, young people and families with existing risk factors and vulnerabilities in

order to reduce the severity of problems that have started to emerge and prevent problems escalating.

We want to achieve good outcomes for all children and families in Telford and Wrekin, as quickly and effectively as possible. Ensuring good outcomes for vulnerable children requires a strong collaborative approach between all agencies and a culture of mutual support and challenge. We will continue to promote integrated working across all tiers of need and evaluate service provision to ensure they are meeting our objectives.

The aim is to continuously review, appraise and prioritise change activity to deliver corporate and departmental objectives. Within this will be the oversight of our high-level change programme plan focused on identifying and delivering opportunities across the child's journey to improve outcomes and reduce costs.

APPENDIX 12

Adult Social Care (ASC) **Continuous Improvement Plan**

1 Current Challenges

- Demand for Adult Social Care (ASC) continues to rise each year, people are living longer and there are more people living with long-term conditions, particularly dementia within residential and domiciliary care.
- There are increasing numbers of young adults in transition to ASC with complex needs.
- Care Market costs are increasing at a significant rate with workforce costs and recruitment being a challenge.
- We are also seeing increased numbers of people with complex needs discharged from hospital or supported at home to prevent hospital admission.
- The longer-term Covid legacy impact upon the availability and cost of care continues to be a challenge for our providers.
- The increased complexity of the needs of some people who we continue to support in their own home.
- Challenging workforce availability across health and social care.
- Telford and Wrekin has an increasingly older population with the prevalence of age related conditions.
- The length of stay of people in residential and domiciliary service has significantly increased over a number of years which has increased the demand on resources.

2 Population Key Facts

- The Census 2021 estimated there were 185,600 people living in Telford & Wrekin; 32,970 are over 65 years old. Although the population of the Borough is set to increase in coming year, very little of this increase will be in the working age population.
- 11.4% population increase, fastest growing in the West Midlands. 35.7% increase in the 65+ year old population and 52% increase for 70-75 year olds.
- There are estimated 18,000 people providing unpaid care to a partner, family member or other person.
- 1 in 5 or 20.5% of the population are disabled compared to England 17.7%
- For more information about the population of Telford and Wrekin, visit www.telford.gov.uk/factsandfigures

3 Our Operating Model

In Telford and Wrekin Adult Social Care we continue to follow a Person-centred Strength and Community Asset Based Approach which seeks to enable people with care and support needs to live as independently as possible in their own

homes and communities. Our approach importantly focuses upon ensuring prevention early intervention access to information and advice about health and social care. This enables people to make informed choices to enable them to keep independent whilst getting the information they need when they need it. Given the challenges currently faced across health and social care nationally as well as locally, it is critical that we continue to follow this approach in order that people do not enter long term support services too early so we can manage the resources we have to best impact for local people with care and support needs.

Part of the overall operating model is a financial model. This is used every year to estimate the expenditure and income likely to accrue from the delivery of care at the anticipated demand and based on estimated provider rates. Population is just one of many factors which are taken into account in developing the model, others include complexity of care, Government and Council strategy, and the impact of partner organisations on Social Care activity and funding. The volatility and complexity within the service means that there is always likely to be uncertainty in the predictions of demand which makes it challenging to predict budgetary impact. A three year planning horizon is used to determine the budget requirement in the medium term. Once the budget is set around March, detailed monitoring of financial performance and issues ensues throughout the year. Reports based on spending and income profiles are prepared in order to provide good quality financial information for the service and for updating the Council's SMT and Cabinet Members. Modelling is a dynamic process and is regularly updated as the position moves during the year.

Due to the Coronavirus pandemic, we have experienced increased numbers of people particularly on our hospital discharge and clinically led intermediate care pathways. We have also seen an increase in the numbers of people referred to our Health and Social Care Rapid Response and all Adult Social Care Teams. These teams support people to avoid any unnecessary hospital admissions and enable them to remain in their own home wherever possible and to live a life free from abuse. Our intention is to strengthen how people gain information, advice and support in partnership with the voluntary sector and health partners.

Co-Production and Making It Real

Co-production is about hearing the voice of the person(s) who access and/or use adult social care services. By creating an equal partnership between people who access adult social care and professionals, we can work together to make the best use of resources, deliver better outcomes and build stronger communities. Co-production is built on the principle that those who use services are best placed to help design them. We work in partnership with experts by their experience to continue to develop adult social care into a modern aspirational service.

The Making it Real Board with our other specialist partnership boards work together to ensure we deliver our statutory duties in the most impactful way. Our Making It Real board is made up of people who use adult services or who are interested in the development of adult social care (ASC) in Telford and Wrekin. The board works in co-production with council leaders, making recommendations on how different service areas can improve and develop, with the aim of seeing services progress towards more person-centred, community-based support.

As 'experts by experience' the board members are uniquely placed to ensure that council leaders are kept in touch with the day-to-day realities for people who use services and their carers and that local people are placed at the heart of decisions around the future of adult social care in the borough.

Prevention, Early Information and Advice

We continue to develop and improve the level of information, advice, support and guidance at our first point of contact, enabling people to help, support themselves to maintain their independence as far as possible. This helps us ensure that we can support the most vulnerable in our communities. Part of the initial support, where it is appropriate to do so, is to signpost to available and suitable community assets.

There are a range of early help, advice and interventions dependent upon the level of need that help us ensure that we use our resources proportionately:

[Live Well Telford](#) (LWT)

Our on line all age Directory of services provides self-help options, whilst promoting choice, control and independence for people to help themselves. Live Well Telford provides information and signposting to a wide range of services, activities and organisations in the area, to help everyone find the support they need to live healthy independent lives. People can look for information on services, activities and organisations who can give advice or practical support, help at home, health conditions, childcare information, leisure information and much more. Over 1500 Services are now registered and available on LWT.

Wellbeing and Independence Partnership (WIP)

Working in partnership with Voluntary organisations who provide individuals with information, advice, support, guidance and advocacy services without the need to contact ASC services

Family Connect

Providing specific social care information, safeguarding, advice, and signposting to other relevant services and organisations in line with the Care Act.

Live Well Hubs

We continue to provide information, advice and guidance through our hubs and booked appointments. This means that individuals and their families can have an early conversation with ASC staff about their care and support needs with the intention of promoting their independence for longer.

Calm Café

Providing support to those with emotional and mental health care and support needs – a space to meet likeminded people and gain support from trained staff.

Independent Living Centre

The independent Living Centre run in partnership with the CVS is now well established in the town centre and offers a drop in and booked appointments for information and advice about staying independent. This includes practical advice, equipment and assistive technology. There is also an online 'Virtual House' where from the comfort of people's own home a virtual tour of a house with examples of independent living equipment and technology that can be purchased directly: [Virtual House Tour](#) This resource is particularly important as we see the numbers of older adults in Telford and Wrekin increasing over the next few years and we want to make sure that we are providing that early information to prevent or delay higher levels of interventions being required.

Carers Wellbeing

For the third year with our local partners we have developed a Carers Wellbeing guide that has been circulated widely across communication channels and to carers known to the Council and partners: [Carers Wellbeing Guide](#) This gives Carers key information about the support available in Telford and Wrekin.

Transition to Adulthood

The ALD Team support all young people preparing for Adulthood from the age of 14. This enables time for the Adult Social Care worker to work with the young person, carers, Children's services, health and education to build a relationship and plan for services for when young person reaches 18. It is important for our commissioners to be able to understand service needs and plan for the future based on the young people who will need support from Adult Social Care. They link with developers, care providers and housing to develop services, looking at those who may require individual support and those young people who benefit from shared support. The transition process enables us to also support young people to get to know the universal support they can access in the community to maximise their independence and social inclusion. Alongside this we are working with leisure services to increase opportunities for inclusive leisure in Telford and Wrekin, where we are considering the current and future needs of individuals to help lead fulfilling lives. Working with carers is paramount in helping to achieve desired outcomes for the young people, whilst supporting carers to continue to maintain their caring role.

Specialist Housing Options and Extra Care

Our specialist housing options and extra care offer continues to grow in Telford – promoting independence in a cost effective way, enabling people to live in the community with their own front door, with assistance.

Digital Transformation

We are currently working with social care providers across our ICS to pilot digital social care technology, funded via NHSX, including digital social care records (DSCR) to ensure data is captured at the point of care and can be shared between care settings; and fall prevention technologies that can reduce the frequency and severity of hospital admissions.

The adoption of care technologies, including 'Ethel', will enhance the quality, safety and efficiency of social care. Ethel is an innovative touchscreen tablet that allows families and carers to stay in touch with the person via use of an 'always on', large touchscreen tablet. It allows an older person, or a person living with disabilities to contact a pre-set list of contacts like family members, a carer or health professional simply by tapping the screen, promoting independence for the person.

Hospital Discharge

We continue to work with partners in an integrated discharge team supporting people with complex needs, to leave hospital when they are medically fit to do so. We use a strengths based approach post hospital discharge and ensures that only individuals with complex needs go on to have clinically led intermediate care and many more are supported with community resources and assets to return home.

Care Act Assessments and Long Term Support

Our trend in providing long-term care demonstrates that we are supporting more older people to live within their own home and supporting people with a physical / sensory disability with their independence. We continue to perform well nationally being in the top quartile for the numbers of people supported to live in their own home as opposed to residential care supported by our community social work and occupational therapy teams and options for housing support including extra care provision.

We have a specialist team supporting those with learning disabilities and autism and a team supporting those with mental health issues. This ensures that staff have expertise in supporting people in these group and this has enabled the team to support even more individuals towards greater independence whilst supporting family carers too.

Following engagement with people and their families, we developed the Learning Disability Strategy, Ageing Well Strategy and Autism Strategy. The associated Partnership Boards enable us to develop our offer to meet current and future needs.

We are currently working with partners and local people to develop an all age Carers Strategy and a Mental Health Strategy for Telford and Wrekin.

Supporting our Care Provider Market

We continue to work closely with our Care Provider Market and have co-produced our Market Position Statement: [Market Position Statement](#) with Partners in Care and Care Providers to develop our market to meet current and future need. Our Market Position Statement sets out our story so far and will be refreshed in co-production with our care sector on 2024/25.

Capital Programme - 2023/24 to 2027/28

Policy Area	Total £'000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Later Years £'000
Adult Social Care	1,113	991	122	0	0	0	0
Communities, Customer & Commercial Services	19,928	4,819	8,100	3,009	2,000	2,000	0
Corporate Items	26,688	1,500	7,769	7,419	5,000	5,000	0
Education & Skills	40,766	9,295	21,137	10,334	0	0	0
Finance & Human Resources	475	95	95	95	95	95	0
Housing, Employment & Infrastructure	23,342	9,529	13,813	0	0	0	0
Neighbourhood & Enforcement Services	33,153	17,696	8,557	2,300	2,300	2,300	0
Policy & Governance	401	81	134	62	62	62	0
Prosperity & Investment	274,562	46,041	120,071	74,867	25,183	8,400	0
Total Expenditure	420,428	90,047	179,798	98,086	34,640	17,857	0
Resources							
Government Grant	106,992	43,432	44,061	19,292	207	0	0
Prudential	281,978	42,096	117,873	75,719	28,433	17,857	0
Capital Receipts	14,330	774	7,556	0	6,000	0	0
Revenue	2,803	1,678	1,058	67	0	0	0
External	14,325	2,067	9,250	3,008	0	0	0
Total Resources	420,428	90,047	179,798	98,086	34,640	17,857	0

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Capital Programme - 2023/24 to 2027/28
Scheme Summary showing major schemes separately

		Expenditure							Funding					
Executive Director	Scheme	Total £'000	2023/24 £000	2024/25	2025/26	2026/27	2027/28	later years	Govn't Grant £'000	Prudential £'000	Capital Receipts £'000	Borrowing Approval £'000	Revenue £'000	External £'000
Adult Social Care	Integrated Community Schemes	180	90	90	0	0	0	0	3	177	0	0	0	0
	Housing & Technology support for People with Learning Disabilities	0	0	0	0	0	0	0	0	0	0	0	0	0
	Adults Supported Accommodation	901	901	0	0	0	0	0	0	901	0	0	0	0
	Social Care Capital Grant	32	0	32	0	0	0	0	5	27	0	0	0	0
		1,113	991	122	0	0	0	0	8	1,105	0	0	0	0
Communities, Customer & Commercial Services	ICT Investment Programme	16,685	3,784	5,892	3,009	2,000	2,000	0	0	13,940	2,538	0	207	0
	Climate Change	2,191	240	1,951	0	0	0	0	0	2,191	0	0	0	0
	Communities, Customer & Commercial Services Other Schemes	1,052	795	257	0	0	0	0	0	840	0	0	212	0
		19,928	4,819	8,100	3,009	2,000	2,000	0	0	16,971	2,538	0	419	0
Corporate Items	Efficiency Schemes Capitalisation	6,688	1,500	2,769	2,419	0	0	0	0	0	6,688	0	0	0
	Capital Investment Fund	20,000	0	5,000	5,000	5,000	5,000	0	0	20,000	0	0	0	0
	Managing the funding of the Capital Programme	0	0	0	0	0	0	0	0	7,775	(7,775)	0	0	0
		26,688	1,500	7,769	7,419	5,000	5,000	0	0	27,775	(1,087)	0	0	0
Education & Skills	All Other school schemes	40,766	9,295	21,137	10,334	0	0	0	39,496	0	1,270	0	0	0
		40,766	9,295	21,137	10,334	0	0	0	39,496	0	1,270	0	0	0
Finance & Human Resources	Finance & Human Resources other schemes	475	95	95	95	95	95	0	0	475	0	0	0	0
		475	95	95	95	95	95	0	0	475	0	0	0	0
Housing, Employment & Infrastructure	Housing Related Schemes	10,852	7,682	3,170	0	0	0	0	6,881	3,167	804	0	0	0
	Affordable Housing Programme	9,727	627	9,100	0	0	0	0	0	9,727	0	0	0	0
	Pride In Your High Street	2,763	1,220	1,543	0	0	0	0	0	1,805	0	0	958	0
	Housing, Employment & Infrastructure other schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
		23,342	9,529	13,813	0	0	0	0	6,881	14,699	804	0	958	0
Neighbourhood & Enforcement Services	Environmental Improvements/ Enhancements	1,167	1,167	0	0	0	0	0	0	1,166	0	0	1	0
	Ironbridge Gorge Stability	92	92	0	0	0	0	0	0	92	0	0	0	0
	Newport Innovation & Enterprise Package	43	43	0	0	0	0	0	0	(225)	0	0	0	268
	Violence Against Women & Girls	190	65	125	0	0	0	0	0	190	0	0	0	0
	Mobile Enforcement Hub & CCTV	9	9	0	0	0	0	0	0	9	0	0	0	0
	Transport & Highways Schemes	31,652	16,320	8,432	2,300	2,300	2,300	0	13,959	17,554	0	0	132	7
		33,153	17,696	8,557	2,300	2,300	2,300	0	13,959	18,786	0	0	133	275
Policy & Governance	Legal Fees	379	59	134	62	62	62	0	0	379	0	0	0	0
	Branding Refresh	22	22	0	0	0	0	0	0	22	0	0	0	0
		401	81	134	62	62	62	0	0	401	0	0	0	0
Prosperity & Investment	Asset Management Plan - General Works & Surveys	3,776	976	700	700	700	700	0	0	3,776	0	0	0	0
	New Swimming Pool	8,740	25	2,700	6,015	0	0	0	0	6,960	990	0	790	0
	HE Land Deal	2,012	1,200	812	0	0	0	0	0	0	0	0	0	2,012
	HE Liability Sites	3,238	100	1,000	2,138	0	0	0	0	800	0	0	0	2,438
	Housing Company - Housing	103,107	10,782	40,700	30,155	16,470	5,000	0	0	103,107	0	0	0	0
	Land Deal Board Schemes	1,000	30	0	970	0	0	0	0	0	0	0	0	1,000
	Property Investment Programme	65,268	7,169	31,421	18,726	5,452	2,500	0	0	63,032	1,350	0	407	479
	Rights of Way	148	148	0	0	0	0	0	0	52	0	0	96	0
	Stronger Communities	1,791	291	1,500	0	0	0	0	0	1,791	0	0	0	0
	Get Building Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
	Towns Fund	35,168	16,288	15,290	3,590	0	0	0	16,840	9,857	750	0	0	7,721
	Levelling Up Fund	26,904	2,811	14,932	7,007	2,154	0	0	20,000	6,904	0	0	0	0
	Regeneration Funding	10,431	3,587	1,271	5,366	207	0	0	9,808	623	0	0	0	0
	Stalled Sites	924	324	600	0	0	0	0	0	424	500	0	0	0
	Prosperity & Investment other schemes	12,055	2,310	9,145	200	200	200	0	0	4,440	7,215	0	0	400
		274,562	46,041	120,071	74,867	25,183	8,400	0	46,648	201,766	10,805	0	1,293	14,050
		420,428	90,047	179,798	98,086	34,640	17,857	0	106,992	281,978	14,330	0	2,803	14,325

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Business & Finance Scrutiny Work Programme

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
20 June 2023 – Committee Meeting					
Page 65	Terms Of Reference	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services	Committee Agenda Item	Constitutional Function
	Outcomes: That the Terms of Reference be agreed for the 2023/24 municipal year.				
Page 65	Work Programme	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services	Committee Agenda Item	Draft work programme delegated to each scrutiny committee by SMB on 6 June 2023
	Outcomes: The draft work programme be agreed.				
Cost of Living	To consider the cost of living strategy and the impact the crisis is having on residents and business in the Borough	Communities, Customer & Commercial Services	Every child, young person and adult lives well in their community A community-focussed, innovative	Committee Agenda Item	

			council providing efficient, effective and quality services		
<p>Outcomes: The Committee requested that Cabinet write to the government to request the continuation of discretionary payments funding after March 2024.</p>					
<p>15 November 2023 – Committee Meeting</p>					
<p>Land Deal and Growth Fund</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 166</p>	To receive regular updates in relation to the Telford Land Deal and Growth Fund	Prosperity & Investment	<p>Every child, young person and adult lives well in their community</p> <p>Everyone benefits from a thriving economy</p> <p>A community-focussed, innovative council providing efficient, effective and quality services.</p>	Committee Item	To receive an update in relation to the Telford Land Deal and the Growth Fund, considering the financial impact on the Council and its value for money.
	<p>Outcomes: The Committee received an update on the Land Deal and the Growth Fund. The presentation summarised the benefits to the Council from the Land Deal and Growth Fund.</p>				

9, 12, 16 January 2024 – Committee Meeting					
Page 10 Medium Term Financial Strategy (Budget)	Consultation on draft budget & policy framework proposals published by the Leader and any alternative proposals developed by opposition groups.	Finance & Human Resources	Every child, young person and adult lives well in their community Everyone benefits from a thriving economy A community-focussed, innovative council providing efficient, effective and quality services.		To fulfil the Committee’s role as a consultee on the Council’s draft budget and to consider any alternative proposals.
	Outcomes:				
5 March 2024 – Committee Meeting					
LEP – Annual Update AND Telford & Wrekin’s approach to devolution following the Government Announcement on the future of LEPs	To receive the annual update from the Marches Local Enterprise Partnership and To consider Telford & Wrekin’s approach to devolution following the Government’s recent announcement on the	External - Marches LEP	Everyone benefits from a thriving economy		Marches LEP representatives will be in attendance Finance & Human Resources Prosperity & Investment Neighbourhood & Enforcement Services

	abolishment of LEPs					
	Outcomes:					
To Be Scheduled						
Page 168	Pride in Your High Street	Reviewing post-Covid recovery and the impact of High Street improvement works and the Pride in Our High Street scheme.	Housing, Employment & Infrastructure	<p>Every child, young person and adult lives well in their community</p> <p>Everyone benefits from a thriving economy</p> <p>A community-focussed, innovative council providing efficient, effective and quality services.</p>		A workshop to assess the role of the scheme in post-Covid recovery and to consider the ongoing impact the scheme has on the Borough Town high streets.
		Outcomes:				
	Housing Investment - Annual Update	To review and consider proposals for the Housing Investment Programme, including key achievements over the last year and the progress of the delivery of the programme.	Prosperity & Investment	<p>Everyone benefits from a thriving economy</p> <p>A community-focussed, innovative council providing efficient, effective and quality services.</p>		Review and consider proposals for the Housing Investment Programme, assessing the performance and delivery of the programme in the past year.

	Outcomes:				
Commercial Contract Update	To receive an annual update on the Council's commercial contracts, including waste & recycling and grounds & cleansing.	Neighbourhood & Enforcement Services	Everyone benefits from a thriving economy A community-focussed, innovative council providing efficient, effective and quality services.		To receive an annual update on the Council's commercial contracts and consider the services' value for money.
	Outcomes:				
Corporate Grants	To consider the Council's corporate grants, does every pound the Council invests go to the front line	Finance & Human Resources Communities, Customer & Commercial Services	A community-focussed, innovative council providing efficient, effective and quality services	Scene Setting Committee Item	To consider the Council's corporate grants and whether the money invested goes to frontline services.
	Outcomes:				

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