Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

Thursday 26 February 2026

6.00 pm

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

Democratic Services:	**Jayne Clarke / Paige Starkey**	**01952 383205 / 380110**
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Committee Members: **Councillors E Aston, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E M Callear, L D Carter, C Chikandamina, G H Cook, E Davies, S Davies, P Davis, F Doran, N A Dugmore, A J Eade, A R H England, N A M England, S Handley, Z Hannington, C Healy, T L B Janke, A S Jhawar, J Jones, J Kaur, G C W Latham-Reynolds, L Lewis, G Luter, A D McClements, R Mehta, K Middleton, H Morgan, T J Nelson, R A Overton, N Page, L Parker, I Preece, S J Reynolds, S A W Reynolds, H Rhodes, R Sahota, P J Scott, S Syrda, G Thomas, P Thomas, J Thompson, K L Tomlinson, W L Tomlinson, K Tonks, R Tyrrell, J Urey, O Vickers, P Watling and D R W White**

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1.0 Prayers and Reflections	
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4.0 Minutes of the Previous Meeting **5 - 28**

To confirm the minutes of the last meeting of the Council.

5.0 Leader's Report & Announcements

The Leader of the Council may give an oral report on matters of significance to the Borough, comment upon the Cabinet decisions or make any announcements.

6.0 Mayor's Announcements **29 - 30**

To note the Mayoral Engagements undertaken since the previous Council meeting.

7.0 Public Questions

To receive any questions from the public which have been submitted under Council Procedure Rules 7.11 and 7.12. The session will last no more than 15 minutes with a maximum of 2 minutes allowed for each question and answer. Questions can be asked of the Leader and Cabinet Members.

8.0 Councillor Questions On Notice

To answer questions received under Council Procedure Rule 6.2.

NB In accordance with the provisions of Council Procedure Rule 6.2.9 there will be a maximum of 30 minutes allowed for questions and answers. Any question not answered within the 30 minute time limit will receive a written reply within 5 working days.

9.0 Cabinet Decisions Made Since the Last Meeting of the Council **31 - 36**

To receive the report on the Cabinet decisions made since publication of the last Council meeting agenda. Cabinet Members may speak on these decisions and Members may ask questions about key decisions of the relevant Cabinet Member for the purposes of clarification only. Members are asked to note the additional delegations to officers granted at those meetings.

10.0 Medium Term Financial Strategy 2026/27 - 2029/30 **37 - 442**

To approve the Medium Term Financial Strategy 2026/27 – 2029/30.

11.0 Council Tax - Formal Resolutions for 2026/27 **443 - 452**

To approve the formal resolutions to determine the levels of Council Tax for 2026/27.

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Telford & Wrekin Co-operative Council

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FULL COUNCIL

Minutes of a meeting of the Full Council held on Thursday 22 January 2026 at 6.00 pm in Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

Present: Councillors E Aston, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E M Callear, L D Carter, C Chikandamina, G H Cook, E Davies, P Davis, F Doran, N A Dugmore, A R H England, N A M England, S Handley, Z Hannington, C Healy, T L B Janke, A S Jhawar, J Jones, J Kaur, L Lewis, G Luter, A D McClements, R Mehta, K Middleton, H Morgan, T J Nelson, L Parker, I Preece, S J Reynolds, S A W Reynolds, R Sahota, P J Scott, S Syrda, G Thomas, P Thomas, J Thompson, K L Tomlinson, W L Tomlinson, K Tonks, R Tyrrell, O Vickers and D R W White

In Attendance: A Lowe (Director: Policy & Governance) and D Sidaway (Chief Executive)

Apologies: Councillors S Davies, A J Eade, G C W Latham-Reynolds, H Rhodes, J Urey and P Watling

44 Former Councillor Malcolm Smith BEM

The Leader of the Council, Councillor Lee Carter, addressed Council.

Councillor Carter said it was with great sadness that the Council announced the passing of former Councillor Malcolm Smith, BEM and Honorary Alderman of the Borough of Telford and Wrekin. A devoted public servant and respected community leader, Malcolm dedicated nearly five decades to improving the lives of residents and shaping the future of the borough he loved.

Originally from St Georges, Malcolm moved to Hadley over fifty years ago with his wife Christine, where they built a family together. His career began as a miner at the age of 15, later progressing to roles in industry and business before entering public service. Elected as a Parish Councillor in 1970 and to the District Council in 1972, Malcolm went on to serve as Deputy Leader for 13 years and Leader for a further seven years. He held the position of Chair of Wrekin District Council twice and was also the Mayor of Telford and Wrekin three times, most recently in 2014/15.

Before the Mayor invited the Council's guest this evening to lead it in prayer, Councillor Carter asked all present to stand and join him in a minute's silence to mark the sad passing of former Councillor and Leader of the Council, Malcolm Smith BEM.

45 Prayers and Reflections

The Reverend Prebendary Jo Farnworth, Team Rector, Central Telford Parish and Associate Archdeacon of Salop, said prayers.

46 Declarations of Interest

None.

47 Minutes of the Previous Meeting

RESOLVED – that the minutes of the previous meeting held on 13 November 2025 be confirmed as a correct record and signed by the Mayor.

48 Leader's Report & Announcements

The Leader of the Council made the following announcements:

Before making specific announcements, the Leader began by wishing each and every one present in the chamber tonight, a slightly belated but very sincere Happy New Year.

(i) Malcolm Smith BEM

The Leader said that the Council had opened this evening and this year on a sombre note by lowering the Council flag to half-mast in memory of former Councillor and Alderman Malcolm Smith, a tremendous public servant. Malcolm had dedicated almost five decades of his life to the people of Telford and Wrekin, a community that he loved and served with great distinction. From even before his first election in 1970, Malcolm lived and breathed public service and left a legacy which ran deep in the borough. From an instrumental role in the regeneration of Hadley, by securing an investment to build a vibrant new centre, to a passion for local green spaces that included ensuring Telford Town Park became the first Queen Elizabeth II Diamond Jubilee Field in the West Midlands, Malcolm left an indelible mark. As the Council reflected on Malcolm's life, the Leader was reminded of the quote, "one person can make a difference, and everyone should try." Malcolm embodied that truth and the Leader believed public service at its best still did.

(ii) New Year's Honours'

The Leader said this year's New Year's Honours List reminded everyone of the extraordinary contributions made by others across the borough also. He was proud to congratulate the following local recipients of MBE's and BEM's.

Traci Dix-Williams of Mayley for her work in Heritage.

Beverley Morris for outstanding public service through the Department for Work and Pensions.

Sally Crawford Angell-James for her commitment to the defibrillator provision.

Katie Foster of Newport for her tireless charitable and heritage work.

Scott Saunders of Telford for his service to the community.

These individuals represented the very best of Telford and Wrekin with compassion, commitment and an unwavering dedication to others. And already in 2026 public service in action had been seen on an impressive scale.

(iii) Storm Goretti

The Leader said that Storm Goretti had brought heavy snow and freezing conditions earlier this month. Once again, residents witnessed what made the borough special. Council staff, emergency partners and residents working side by side, gritters clearing major routes, snow champions helping neighbours and volunteers across local communities doing what they always did, stepping up. Their response was yet another demonstration of the spirit that helped the local authority earn it the title of Council of the Year.

No matter what noise swirled around nationally or internationally in politics, in Telford, every week, it got on with a job quietly, determinedly and with a shared sense of purpose. It was noted by other authorities that Telford and Wrekin worked well, acted responsibly and put residents first.

(iv) Looking Ahead (Government Funding and Pride in Place etc.) and Budget-Setting next month

The Leader reported on the recent national local government funding settlement that finally invested properly in local government. From the

multi-million-pound Pride in Place programme that would transform the south of Telford over the coming decade, to securing the future of the Ironbridge Gorge Museums by the National Trust. 2026 was already shaping up to be a year everyone could celebrate. Next month, the Council would meet again to set the budget, which would include significant investment in areas that mattered most to the borough's residents, such as jobs and skills, transport and roads, homes, schools and other essential services that the Council had fought to protect.

The Leader acknowledged that national pressures around adult social care continued to present significant challenges for all local authorities and outlined the Council's plans to prioritise support for vulnerable residents within the forthcoming budget proposals, stating that the Council was and always would be on the side of its residents. He thanked the MP for Telford who stood up and fought for Telford and Wrekin at every opportunity in Parliament.

He concluded by encouraging collective efforts and community involvement throughout the coming year.

49 Mayor's Announcements

The Mayor asked Members to note the engagements undertaken since the last Council meeting in November 2025, shown on the list circulated.

She said that as this was the first Full Council meeting of 2026, she would like to begin by wishing everyone a very happy New Year. She hoped everyone had enjoyed a restful festive break with family and friends.

The Mayor said that since the meeting of the Full Council in November 2025, both she and the Deputy Mayor had had the pleasure of attending numerous festive events across the Borough from Christmas fayres to light switch-ons. A particular highlight for her was the True North Christmas Toy Run, which saw more than 80 bikes and trikes rumble through the streets and towns of Telford, finishing at the children's ward of the Princess Royal Hospital. It was a truly fantastic sight, and she was still not sure who was more excited, the children, the bikers or her.

Another wonderful moment was the My Options Christmas Fayre, where she had had a brilliant time with her friend Oliver and the whole team. The borough celebrated Telford and Wrekin's first-ever Christmas "Carol-Oke". Sadly, the Mayor could not attend in person, but she understood it was a great success and perhaps just as well, as it spared everyone from her questionable singing.

The Mayor also held a staff raffle, with the winner receiving a family ticket to the pantomime. She thanked all the staff who took part and so generously donated to her charity.

The Mayor had been challenging herself to face her fears, one on which was spiders and thanks to Scott at the Exotic Zoo she did this by holding Charlotte, the flame legged tarantula, and her next challenge would be announced soon.

Members would be aware that 27 January marked Holocaust Memorial Day a day for all to remember and honour the victims of the Holocaust, as well as the victims of all genocides since, such as in Cambodia, Rwanda and Darfur. She hoped many would be able to attend the commemoration event and take a moment for reflection. She said that further details have been emailed to you.

Finally, the Mayor asked that Members save the date for her Charity Ball on Friday, 6 March 2026. Invitations would be circulated shortly, and she truly hoped members would join her for an evening of fundraising and celebration in support of her charities, PODS and Hilbrae Dog Rescue. She asked people to think of it as the perfect opportunity to have fun whilst doing some good for local charities.

50 Public Questions

The following question to Councillor Lee Carter, Leader of the Council, was submitted by Ms Katie Woodland.

"Given the three million-signature petition and rejections by Councils like Cornwall, will the Council table a motion opposing the mandatory digital ID Scheme, citing local digital exclusion risks (10-15% of households)?"

In response, Councillor Carter thanked Ms Woodland for her question and said he fully respected and understood the feelings against the concept of mandatory digital ID. However, he pointed out that it was just a concept which was out to consultation with very few details of what the scheme would entail.

Since then, government ministers had clarified that mandatory elements of the scheme would be dropped, and other ID forms would still be accepted with full details to follow the consultation. Council would consider later an amended motion that welcomed that decision by ministers and opposed the mandatory introduction.

51 Councillor Questions On Notice

The following questions were asked under Council Procedure Rule 6.2.2:-

(a) Councillor P Scott to Councillor R Overton, Deputy Leader of the Council and Cabinet Member for Highways, Housing and Environment

"There is much frustration among local residents that there is no easy or direct way for them to contact the Neighbourhood Enforcement Team when they see parking issues. My Telford and Ask Tom are cumbersome and not direct in these situations. We need to be able to alert the team as these issues are happening such as parking outside schools. Are there any plans to make contact with the NEO's easier and more direct for the public?"

In response, Councillor Overton said that the Council had been successfully working in partnership with town and parish councils as part of the Community Action Team offer and that this partnership, now in its 6th year, continued to go from strength to strength and had enabled this Council to expand its enforcement team to support and respond to local priorities.

While the Council's enforcement officers were proactive, it was important to note that they were not an emergency service. He did, however, understand residents' and ward members frustrations regarding unsafe or inconsiderate parking especially outside schools. Through the Council's enforcement action plans, it worked hard to tackle problematic parking as well as other issues such as dog fouling and fly tipping.

Safe parking around schools remained a priority. The Team regularly carried out high visibility patrols and worked closely with schools and West Mercia Police, enforcing restrictions where applicable and using engagement where they were not. This approach would continue to go from strength to strength alongside the continued introduction of parking restrictions where they did not currently exist in some areas, including Newport.

In response to a supplementary question from Councillor Scott, Councillor Overton explained that enforcement officers followed planned work schedules across the borough and could not be redirected at short notice. He advised that concerns should be reported through the usual channels so they could be incorporated into local action plans and addressed as part of scheduled activity.

(b) Councillor N England to Councillor S Reynolds, Cabinet Member for Children, Young People, Education, Employment and Skills

"Following recent meetings with Council officers to discuss young people's mental health provision in Telford and Wrekin. Recognising both the

significant pressures on services and the work this Council is undertaking to support children and families, can the Cabinet Member outline how our current mental health support for children and young people operates across the borough? In particular, could the Cabinet Member for Children, Young People, Education, Employment and Skills, set out how early intervention is being delivered in schools and community settings, how the Council ensures that the voices of young people and parents with lived experience are reflected in service design?"

In response, Councillor Reynolds said that mental health support was delivered through a whole system approach, which involved the local authority, schools, family hubs, voluntary and community sector partners and the NHS services commissioned by Shropshire and Telford and Wrekin Integrated Care System and that the demand for mental health support had increased significantly, which reflected trends nationally.

The borough's schools played a central role in early intervention with each school having a designated mental health lead and the well-being charter mark, which supported whole school approaches to mental health and well-being.

Programmes delivered by the Council with public health, alongside training from Future in Mind and the virtual school, strengthened early identification and ensured staff were equipped to support children and families effectively.

All schools in Telford were members of the attachment research community, ARC, and had completed at least level one in relationship practice, attachment and trauma, with four schools acting as ARC learning hubs.

The mental health support teams currently worked with 35 schools and were working towards full borough coverage. These teams enhanced existing support by offering specialist mental health support, community-based early intervention programmes within family hubs, complemented school-based support and the youth office provided safe activities and targeted support, which included the youth social prescribing.

This was further strengthened by voluntary and community sector partners who created safe spaces and peer support opportunities for families. Young people and parents' voices were central to the service design and the Council's co-production charter ensured resident insight and feedback to inform decision-making and service improvements.

The Young Persons Year of Well-being Campaign encouraged small and achievable chains to improve well-being with more than 500 children participating. Additionally, the work with the West Midlands CAMHS cooperative and with the Virtual School was gathering the views of care-

experiencing people to inform a new support service for those working with Children in Care. The Children in Care Council provided a platform for lived experience insights that helped shape and improve local services for themselves and the community.

In response to a supplementary question from Councillor England, which asked Councillor Reynolds if, drawing on personal family experience, while support may exist, navigating the system and understanding where to turn could be difficult, particularly before issues reached crisis point, could she set out how the Council was working with NHS partners, including BeeU and CAMHS, to improve access, quality and outcomes for local young people so that early help was easier to access so that families got the right help at the right time.

Councillor Reynolds said that the Integrated Care Board commissioned Midland Partnership Foundation Trust, the MPFT, to deliver children and young people's mental health services, CAMHS, known as BeeU.

The current contract would end on 31 March and following a full procurement process, it had been awarded the contract from 1 April.

In 2025, the service was jointly reviewed, redesigned and recommissioned with Shropshire Council and Telford and Wrekin Council. Engagement with children, young people and families ensured that lived experience directly informed the redesign and the procurement process. Feedback highlighted challenges in navigating the current support and the need for clearer communication and preferences for how it should be delivered.

Extensive engagement activity took place with many respondents. Online surveys, engagement with challenging perceptions, the Shropshire Youth Association and care leavers, and young people with lived experience.

A new service model had been developed and aligned to the Family First programme, with stronger focus on prevention, a single point of access, and improved integration for the local authority, and earlier support to prevent escalation into crisis.

Partnership principles underpinning the model included timely, flexible and responsive access, support within community settings, inclusive and equitable services, prioritisation of vulnerable children and care leavers, improved quality, communication and outcome measurement, co-production of children, young people and carers. Core elements of this new service included a single point of access, delivery through the Thrive Model, greater choice for young people, co-located practitioners within local authority and accelerated pathways for vulnerable children and a strengthened early help offer.

(c) Councillor T Janke to Councillor Z Hannington, Cabinet Member for Finance, Governance and Customer Services

"The Council budget is, for many tax-paying residents, a complex and difficult document to fully understand. In the spirit of transparency, and in light of the Council's announcement that it must identify £7 million in savings—alongside rising adult and children's social care costs totalling £15.8 million—will the Cabinet commit to clearly setting out and publishing where it proposes to make cuts to services?"

In response, Councillor Hannington said that households across Telford and Wrekin deserved absolute clarity about how their money was spent and how the Council was protecting the services they relied upon.

The Medium-term Financial Strategy set out a full breakdown of proposed savings, which included the £7m identified through service review, redesign and procurement, details of which were as set out in Appendix 9 to the report.

Group Leaders had already received the detailed figures behind this work, to ensure democratic oversight across the Council.

Firstly, the Council would be an efficient organisation and make savings where it could and publish details of these. Secondly, the Council would keep Council Tax the lowest in the Midlands and when the Council did increase it, be honest about where the revenue would be spent. Finally, the Council would invest wisely to generate revenue from other sources and would keep Council Tax the lowest and ensure savings and efficiencies did not affect front line services. The Council would continue to publish information, and it would be open with its consultation to ensuring its plans were scrutinised.

In response to a supplementary question from Councillor Janke, which asked Councillor Hannington should the Council look to Town or Parish Councils to subsidise the delivery of certain services given any cuts that may be coming forward and could the Cabinet Member provide details of any other services that could be considered to be fully devolved to a Town or Parish level in order that these Councils could consult local residents and factor any potential future budget settings, Councillor Hannington advised that these were detailed in Appendix 9 to the report, and were proposed savings not cuts to services. The majority of which came from service review, redesign and procurement, which included significant savings in social care and the Council was looking at prevention and reviewing types of care provided.

(d) Councillor T Janke to Councillor R Overton, Deputy Leader of the Council and Cabinet Member for Highways, Housing and Environment

"In light of the Government's recent announcement enabling local authorities to take stronger action against pavement parking and obstruction, could the Cabinet Member advise when we expect these powers and associated enforcement responsibilities to be devolved to the Council? Furthermore, given ward members' extensive local knowledge and experience of persistent pavement-parking hot-spots, will Councillors be given a formal opportunity to provide input into the development and implementation of this process to ensure enforcement is targeted, proportionate and effective from the outset?"

In response, Councillor Overton explained that the Government had recently announced proposals to give local authorities powers to tackle pavement parking and welcomed these powers. Pavement parking continued to blight the borough's communities and caused obstructions for many, including those with pushchairs and mobility aids.

The Government was yet to confirm implementation, and further updates were expected in Autumn 2026. While these enforcement powers would be another tool in the Council's armoury in supporting residents across Telford and Wrekin, it was important to note that the Police would still retain their relevant obstruction powers in relation to pavement parking.

The Council would continue to watch this closely and once it had clarity, a borough-wide communications plan would accompany implementation to ensure that all stakeholders were well-informed, and Member and parish briefings would be essential to support consistency and understanding throughout the process.

In response to a supplementary question from Councillor Janke, which asked Councillor Overton that, given Newport had recently welcomed a number of new traffic regulation orders, which was hoped would help mitigate a number of traffic related issues across the community and, further, that logic dictated that this may place additional pressure on the enforcement capacity as it stood, in this context, did the Cabinet Member recognise that these challenges were likely to further increase pressure if parking powers are devolved in those areas and would residents expect to see a recruitment drive for additional civil enforcement officers to ensure that the Council could continue to deliver a robust and consistent enforcement strategy that met the public's expectations, Councillor Overton said that any new enforcement powers could require additional resources and once further national guidance was available, the Council would consider what measures were needed to ensure effective enforcement for residents.

(e) Councillor T Janke to Councillor C Healy, Cabinet Member for Neighbourhoods, Planning and Sustainability

"Newport residents are rightly proud of and protective over their precious green spaces, not least Victoria Park, which has been awarded Green Flag status. Judges have described it as a "gem of a park" and highlighted its close proximity to Newport Canal, itself a Site of Specific Scientific Interest. Given the importance of this park to residents and its recognised environmental value, will the Cabinet Member commit to agreeing with me, and with my Newport Council colleagues and residents, that Victoria Park will never be developed on, including any expansion of the car park accessed via Water Lane?"

In response, Councillor Healy said that Victoria Park and Maryleth Park were protected by both Green Network and Green Guarantee designations, which meant that any changes had to preserve the function of the Green Network and in respect of Green Guarantee, had to be in the interest of the community.

A report would be presented to Cabinet next month that concluded the proposal for the park, the canal and Melbourne Park to be designated as a local nature reserve for Newport and she looked forward to working with Newport members on that.

Regarding the car park on Water Lane, Councillor Healy noted that issues at the site were recognised. She confirmed that an option to extend the car park had previously been considered but was not being progressed at this time, as the Council did not intend to take the proposal forward without clear community support.

(f) Councillor T Janke to Councillor C Healy, Cabinet Member for Neighbourhoods, Planning and Sustainability

"As ward Councillor, I have been contacted by representatives of Nova United FC who remain understandably concerned about progress on securing improved facilities at Shuker Fields, as the club approaches its 50th anniversary. I acknowledge the work officers have undertaken to date, including the allocation of S106 funding, the engagement with the Football Foundation and Shropshire FA. However given the length of time the project has been under discussion and the importance of this facility to grassroots sport in Newport, I would be grateful if you could provide any updates you are able to offer at this stage following the most recent site visit on 14 January between TWC officers, the Football Foundation and Shropshire FA to assess if the proposed works meet the Foundation's Priority Framework?"

In response, Councillor Healy said that the Football Foundation had agreed that the Council could submit a joint application with the Club, which she

thought was positive. The BIC Team was coming together from the higher-level estimates and indicative plans for the club to choose from in order that an application could be submitted.

The Football Foundation had outlined it should take around six months for that application to work through. Work had started at Burton Borough School for the 3G and access to the adjacent pitch and whilst there was six months for the application to be worked through and hopefully approval by the Football Foundation, the Club would then have access to Burton Borough through the Community Agreement or Programme of Use.

In response to a supplementary question from Councillor Janke, which asked Councillor Healy if she could advise whether there would be any further developments in securing funding for beyond existing S106 contributions to address the longstanding hydrology and drainage issues on sugar fields since these issues frequently resulted in matches being postponed and significantly reduced opportunities for wider recreational use at the site, due to persistently saturated ground, Councillor Healy said that the Council had recently audited all pitches around the borough to assess condition, which would help inform future investment planning to improve facilities where needed.

(g) Councillor H Morgan to Councillor O Vickers, Cabinet Member for the Economy and Transport

"Please can the Cabinet Member for the Economy and Transport provide an update on the Council-run Travel Telford bus services"

In response, Councillor Vickers said that Members of this chamber would be aware of the continual excellent progress this Council had made in providing affordable and well-connected bus services for residents across the borough.

The Council first launched the work express 100 service in December 2022, which continued to go from strength to strength, now achieving 14,000 passenger trips a month. The service was specifically designed to connect residential areas that were without a bus service to education, employment and health services. Since then, the Council had continued to evolve and grow the Travel Telford bus network, which now operated six separate routes across the borough from service 99 to 104.

Councillor Vickers was pleased to confirm that these services had completed well over 800,000 passenger trips since their inception, showing real value in the Council's investment. The Council's Travel Telford services had also been operated under contract to Arriva since July 2025, and during this time, passenger numbers had increased quicker than at any point since the services began, with an average patronage increase of 22% so far versus the same months in 2024.

All this enhanced connectivity came with what was among the lowest bus fares in the country at £2 an adult and £1 a child on the Travel Telford Network.

The Council continued to explore how it could further improve bus services, both on the Travel Telford and Arriva services for 2026.

(h) Councillor Nathalie Page to Councillor Richard Overton, Deputy Leader of the Council and Cabinet Member for Highways, Housing and Environment

"As a Councillor in a ward with quite a number of HMOs, please can the Cabinet Member for Housing, Highways and Enforcement explain what the recent Cabinet paper on selective licensing and Article 4 will mean for HMO landlords as well as those who would be looking to turn their property into an HMO?"

In response, Councillor Overton said that HMOs played an important role in the borough, while serving professionals and students, they also provided much needed affordable accommodation for some of the borough's most vulnerable residents.

The Council also acknowledged and appreciated that many compliant landlords provided good quality and safe accommodation.

However, following its work with partners and the increasing number of comments and complaints from residents, the Council was also aware of a growing number of properties being converted into poorly managed HMOs, which could attract crime, antisocial behaviour and poor housing standards. Such properties where there were many occupants sharing facilities required careful management.

Properties such as these posed higher fire safety risks for tenants and the Council worked with partners such as the Police and fire services who dealt with the consequences of poorly managed HMOs.

As a Council, it was committed to ensuring safe homes and fair standards for all and therefore, it was currently consulting on two schemes relating to HMOs in the borough. The introduction of additional licensing for smaller HMO properties, those of more than five occupants, were already subject to licensing, which would apply to all existing and new HMOs; and an Article 4 direction meant all new smaller HMOs would need planning permission in future.

Article 4 would support the Council to manage the growth and concentration of HMOs, allowing the Council to consider the implications of new HMOs in

the area and the community and giving the Council much better information on where HMOs were being established.

It was important to note that Article 4 did not mean planning permission would not be granted. The timing of the proposals meant, along with the new provision under the Renters' Rights Act, landlords would not be able to evict their tenants in order to evade licensing. The changes sought to empower communities to ensure they felt protected and competent of property standards and the impact of HMOs on neighbourhoods that were being scrutinised.

For tenants, it meant a single consistent minimum standard for all properties with regular inspections to comply with landlords' analysis of something they could promote to tenants and would allow the Council to tackle the old landlords who gave the sector a poor reputation.

(i) Councillor Rachael Tyrrell to Councillor Lee Carter, Leader of the Council

"Please can the Leader provide an update on the status of the University of Wolverhampton Priorslee campus proposals? Whilst I appreciate the topic is subject to an NDA; the University of Wolverhampton is due to close the site in a few months, and it is not unreasonable for residents to receive an update"

In response, Councillor Carter clarified that because of a non-disclosure agreement between parties involved in a commercially sensitive transaction, the Council could not breach the terms of that agreement. He however acknowledged the importance of keeping residents informed once the Council was able to do so publicly.

He reiterated that the Council and its partners continued to be focused on securing the site for education, sport and business use. Councillor Carter noted that concerns raised publicly about alternative uses for the site were unfounded and confirmed that such uses were not being considered by any party involved in the discussions.

He also referred to previous budget decisions relating to the site and restated the Council's commitment to working with partners to secure its future for the purposes identified.

In response to a supplementary question from Councillor Tyrrell, which asked Councillor Carter when further information was expected to be made available to give to residents, Councillor Carter reiterated that the Council's intention, working with partners, was to secure the site for continued education, sport and business use. He noted that this had been the Council's position throughout, including during the previous year's capital budget allocation, which provided funding to support that objective.

He re-confirmed that, due to the non-disclosure agreement governing the transaction, the Council was not in a position to provide further detail at this stage. However, information would be shared with residents once negotiations had concluded.

Councillor Carter emphasised the Council's ongoing work with partners, including Harper Adams, to secure the future of the site for the intended uses.

(j) Councillor Rachael Tyrrell to Councillor Ollie Vickers, Cabinet Member for the Economy and Transport

"I have previously asked a Question about this Council's implementation of the provisions of the Procurement Act 2024 and was advised work was underway. Please can we be advised of progress, in particular real-life examples of how the procurement and tendering process has improved outcomes to our local businesses successfully winning contracts where they were not previously? At a time when businesses are under great pressure, I think it is even more vital that this Council uses every tool at its disposal."

In response, Councillor Vickers said that the new Procurement Act, which came into force in February 2025, had made it easier for local suppliers to identify and compete for Council opportunities by simplifying procedures. The increased visibility of the Council's pipelines planned procurements and tender opportunities meant local businesses could now spot opportunities earlier and prepare stronger bids.

A key change was that the Council could now award contracts based on the most advantageous tender rather than simply the lowest price, which gave the Council greater flexibility to consider a wider range of factors such as social value, environmental impact and innovation. It meant local businesses could compete on the overall strength of their offer, not just cost, while still ensuring the Council secured good financial value for residents.

The Council had undertaken significant work to ensure full compliance with the Act, which included updating guidance and templates, improving the Council's processes to demonstrate best value, and to provide training for staff involved in commissioning and procurement.

The Council had also strengthened its transparency measures and refreshed its social value approach. Tenders now placed greater emphasis on local economic benefit, such as local supply chains, job creation and support for start-ups, giving local businesses a clearer route to success.

Although the Act was still new, the Council was already seeing positive examples. Recent frameworks for disabled facilities grant works and for

counselling services had included local providers helping ensure local expertise was recognised and utilised. All 15 suppliers on the disabled facilities grant framework were local SMEs.

In addition, the Council's contracts continued to deliver strong social value, including over 100 apprentice placements, nearly 60,000 of community contributions and £140,000 spent with borough suppliers and around £1.9 million with SMEs, alongside digital training and equipment for community initiatives.

The Council valued the contribution of both businesses and would continue to support them through the Procurement Act and through grants such as Start-up Shopfront, energy efficiency and diversification grants, all things that were voted on that you failed to vote for in the budget.

In response to a supplementary question from Councillor Tyrrell, which asked Councillor Vickers if he could confirm that the Council was going to switch its focus from photo-op certificate awarding to addressing real business challenges such as business rates, revaluation, skill shortage and procurement generally, Councillor Vickers referred to the Council's Pride in Our High Street programme and noted that it had supported the establishment of a significant number of new businesses and jobs in the borough.

In accordance with Council Procedure Rule 7, the time allocated for Councillor Questions on Notice (30 minutes) had expired following the disposal of Question J above and accordingly, in respect of the four remaining questions, a written response by the relevant Cabinet Member would be prepared and copied to all Members.

52 Setting of the Council Tax Base 2026/27

Councillor Z Hannington, Cabinet Member for Finance, Governance and Customer Services, presented the report of the Director for Finance, People and IDT, which sought Council's approval to determine the Council Tax Base for General and Special Fund purposes for the financial year 2026/27.

The setting of the Council Tax Base was the first stage in the process of setting the Council Tax for 2026/27 and final recommendations on Council Tax levels would be presented to Full Council on 26 February 2026.

In accordance with Council Procedure Rule 22.5, a recorded vote was taken as follows:-

For (48)

Councillors E Aston, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E M Callear, L D Carter, C Chikandamina, G H Cook, E Davies, P Davis, F Doran, N A Dugmore, A R H England, N A M England, S Handley, Z Hannington, C Healy, T L B Janke, A S Jhawar, J Jones, J Kaur, L Lewis, G Luter, A D McClements, R Mehta, K Middleton, H Morgan, T J Nelson, L Parker, I Preece, S J Reynolds, S A W Reynolds, R Sahota, P J Scott, S Syrda, G Thomas, P Thomas, J Thompson, K L Tomlinson, W L Tomlinson, K Tonks, R Tyrrell, O Vickers and D R W White.

No Members voted against the motion or abstained from voting.

RESOLVED unanimously, that:

(a) The calculation of the tax base for the financial year 2026/27, as detailed in paragraph 4.4 and Appendix A to the report, be approved.

(b) In accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (SI 2012:2914), the amount calculated for Telford and Wrekin Council Tax Base for financial year 2026/27 for its Special Fund Area, as per the appropriate parish amounts detailed in Appendix A for the parishes listed in paragraph 4.5, be approved.

53 Cabinet Decisions Made Since the Last Meeting of the Council

Members received the report on the Cabinet decisions made since the last meeting of the Council.

Councillor N Dugmore asked a question of clarity to Councillor Z Hannington, in respect of the meeting of the Cabinet, held on 6 January 2026, and asked why income generation had been included in Appendix 9 to the report since this was a schedule of additional savings proposals and was therefore not a saving, but an income.

In response, Councillor Hannington said she would issue a written response in due course.

54 Recommendations from Cabinet

(a) 2025/26 Financial Monitoring Report

Councillor Z Hannington, Cabinet Member for Finance, Governance and Customer Services, presented the report of the Director for Finance, People and IDT, which referred to the financial monitoring report to Cabinet on 6 January 2026, that provided an update on the Revenue Budget and progress relating to the Capital Programme. The report included some changes to the Capital Programme, which now required formal approval by Full Council.

RESOLVED, that the changes to the Capital Programme and all associated changes to the Medium-Term Financial Strategy, including Treasury and Prudential Indicators, be approved (details of the Capital Programme changes were included in Appendix A and Treasury Management and Prudential Indicators were included in Appendix B to the report).

55 Recommendations from Boards and Committees

(b) Statement of Licensing Policy

Councillor J Thompson, Chair to the Council's Licensing Committee, presented the report of the Director of Policy and Governance, which sought the Council's approval of the statutory five-yearly review of the Council's Statement of Licensing Policy, made under the Licensing Act 2003.

The Statement, which had been completed following a public consultation, led to an amended policy being produced by officers and considered by the Licensing Committee at its meeting held on 13 January 2026.

RESOLVED, that the revised Statement of Licensing Policy, as set out at Appendix A to the report, to be implemented on 26 January 2026, be approved and adopted.

(c) Constitution Update

Councillor L Lewis, Chair to the Council's Governance Committee presented the report of the Director of Policy and Governance, which updated Members on proposed changes to the Constitution following the review undertaken last year and to seek approval for the adoption of the revised Constitution.

During the debate, several Members expressed concerns about the proposed changes to meeting duration. Points raised included the potential impact on opportunities for discussion, the ability for Members to raise matters in a public forum, and the importance of Full Council as a venue for open debate

on issues affecting local communities. Some Members also suggested that meeting frequency could be reviewed as an alternative approach.

In response, several Members noted that Full Council was one of several forums through which Council business was conducted, highlighting the role of committees and scrutiny in enabling detailed discussion and decision-making. It was also noted that Members had opportunities to engage with residents and address local issues outside of formal meeting arrangements. Members emphasised the importance of effective use of time and resources across all committees and working groups.

In accordance with Council Procedure Rule 22.3, a recorded vote was taken as follows:-

For (32)

Councillors E Aston, S Bentley, K T Blundell, M Boylan, A J Burford, S P Burrell, E M Callear, L D Carter, C Chikandamina, G H Cook, E Davies, P Davis, F Doran, N A Dugmore, A R H England, N A M England, S Handley, Z Hannington, C Healy, T L B Janke, A S Jhawar, J Jones, J Kaur, L Lewis, G Luter, A D McClements, R Mehta, K Middleton, H Morgan, T J Nelson, L Parker, I Preece, S J Reynolds, S A W Reynolds, R Sahota, P J Scott, S Syrda, G Thomas, P Thomas, J Thompson, K L Tomlinson, W L Tomlinson, K Tonks, R Tyrrell, O Vickers and D R W White.

Against (13)

Councillors S Bentley, K T Blundell, S P Burrell, N A Dugmore, T Janke, T J Nelson, S Syrda, G Thomas, P Thomas, K Tomlinson, B Tomlinson, K Tonks and R Tyrrell.

Abstained (1)

Councillor P J Scott.

RESOLVED, that the revised and updated Constitution, as detailed at Appendix A to the report, to take effect immediately, be adopted.

As a result of the last vote, the Speaker advised that there was now a maximum two-hour time limit for meetings of the Full Council, and a motion would need to be put forward by Council to request the meeting to be extended by up to 30 minutes.

A motion to extend the meeting was proposed by Councillor Carolyn Healy and seconded by Councillor Richard Overton and following a vote, it was:-

RESOLVED, that the duration of the meeting be extended by up to a further 30 minutes.

56 Motions on Notice

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

(a) Councillor Richard Overton

"This Council celebrates the achievements of the Council's Building Safer and Stronger Communities Programme delivered with local partners, and the positive impact it has had across Telford and Wrekin. This has included many extracurricular activities for young people, funding to tackle antisocial behaviour across our borough, as well as enhanced CCTV coverage to keep our communities safe. This Council notes the Cabinet's determination to ensure a funding commitment to sustaining the programme as set out in the Medium-Term Financial Strategy. This Council notes with concern the decision by the Police and Crime Commissioner (PCC) to stop financial support for the initiative and calls upon him to reverse the decision."

Councillor Ollie Vickers seconded the motion.

Following a robust debate, the motion was carried.

RESOLVED – that the motion be approved.

(b) Councillor Nigel Dugmore

"This Council has serious concerns regarding the current consultation regarding proposed changes to the National Planning Policy Framework which will severely restrict the ability of local planning authorities to control and influence development in their areas.

Such changes will have significant impact especially in rural areas and on developer contributions which are vital in ensuring that local infrastructure is in place to mitigate the impact on local communities of significant new developments. Consequently, this Council resolves to respond to the Labour Government's current consultation and reject the disastrous proposed changes to the NPPF in order to protect our Borough from unwanted and inappropriate building."

Councillor Stephen Bentley seconded the motion.

By way of an amendment, with additional words shown in bold and underlined, Councillor Carolyn Healy, seconded by Councillor Stephen Reynolds, moved that the summary of the motion above, be amended as follows:

"This Council **notes** the current consultation regarding proposed changes to the National Planning Policy Framework which **includes changes to the way** local planning authorities control and influence development in their areas. Such changes **may** have significant impact especially in rural areas and on developer contributions which are vital in ensuring that local infrastructure is in place to mitigate the impact on local communities of significant new developments.

Consequently, this Council resolves to **create a cross party working group to develop the response** to the Labour Government's current consultation **to show which aspects this Council supports and which is it rejects** in order to protect our Borough from unwanted and inappropriate building **and ensure plan led development that meets our borough's needs**."

Following debate and being put to the vote, the amendment was declared carried and became the substantive motion.

Following a robust debate, the substantive motion was carried unanimously.

RESOLVED – that the motion, as amended, be approved.

(c) Councillor Rachael Tyrrell

"This Council wishes to convey to the Government that the introduction of Digital IDs is an egregious waste of public money at a time when resources are scarce and should be directed to frontline services, such as Defence and Education. It is also a dystopian and dangerous policy that undermines privacy, civil liberties, and public trust.

Council resolves to:

1. Formally oppose the introduction of mandatory Digital IDs across Telford & Wrekin.

2. Write to the Home Secretary and Minister for Digital Government, expressing this Council's opposition and calling for the scheme to be scrapped.

3. Request Telford & Wrekin MPs to oppose any legislation introducing mandatory Digital ID."

Councillor Tim Nelson seconded the motion.

By way of an amendment, with additional words shown in bold and underlined, Councillor Lee Carter, seconded by Councillor Richard Overton, moved that the summary of the motion above, be amended as follows:

"This Council wishes to convey to the Government that the introduction of **mandatory** Digital IDs is an egregious waste of public money at a time when resources are scarce as **a result of the former Conservative government's mismanagement of the economy and cuts to public services. This Council supports the Labour Government investing more into** frontline services such as Defence and Education. **This Council has concerns that** a mandatory scheme would undermine privacy, civil liberties, and public trust.

The Council recognises that an optional digital ID scheme can make accessing public services, jobs and housing easier and more inclusive for the 10 percent of people who do not hold photo ID. The Council notes that optional digital ID would be like passports and driving licences and has been implemented successfully in other countries such as France, Estonia and Finland.

Council resolves to:

1. Formally oppose the introduction of **mandatory** Digital IDs across Telford and Wrekin.

2. Write to the Home Secretary and Minister for Digital Government, expressing this Council's opposition and **welcoming the decision to scrap the mandatory aspects of the scheme.**

3. Request Telford and Wrekin MPs to oppose any legislation introducing **mandatory** Digital ID."

Following debate and being put to the vote, the amendment was declared carried and became the substantive motion.

Following a robust debate, the substantive motion was carried unanimously.

RESOLVED – that the motion, as amended, be approved.

(d) Councillor Stephen Burrell

"This Council endorses the U-Turn made by the Government on the family farm tax and confirms its support for the hardworking farms in our Borough."

Councillor Nigel Dugmore seconded the motion.

By way of an amendment, with additional words shown in bold and underlined, Councillor Lee Carter, seconded by Councillor Carolyn Healy, moved that the summary of the motion above, be amended as follows:
"**Following the reintroduction of inheritance tax for farms which removed an unfair taxation anomaly and encouraged wealthy investors to buy up small family farms,** this Council endorses the **recent changes** made by the Government on the farm **inheritance** tax and confirms its support for the hardworking farms in our Borough **including practical support on fuel poverty and energy, business support and access to grants, transport and housing as well as significant investments into local Agri-Tech Industries."**

Following debate and being put to the vote, the amendment was declared carried and became the substantive motion.

Following a robust debate, the substantive motion was carried unanimously.

RESOLVED – that the motion, as amended, be approved.

The meeting ended at 8.38 pm

Chairman: ----------

Date: Thursday 26 February 2026

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MAYORAL ENGAGEMENTS
January 2026 – February 2026

JANUARY	**27**	**M**	Holocaust Memorial Day Commemoration, Wellington
	30	**M**	Bodum's 2nd year anniversary Photocall, Telford
FEBRUARY	**2**	**DM**	LGBTQ Flag Raising, Telford
	3	**M**	Launch event of Parent & Baby play group, Wellington
	6	**M**	EnviroGrant Event, Telford
	7	**M**	Opening of Ex- Forces Well- Being Hub, Telford
	10	**M**	Six Decades of the Ironbridge Gorge Museum Trust, Ironbridge

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

Thursday 26 February 2026

Cabinet Decisions Made Since the Last Meeting of the Council

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Anthea Lowe - Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Paige Starkey - Senior Democracy Officer (Scrutiny)
Officer Contact Details:	**Tel:** 01952 380110 **Email:** paige.starkey@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Full Council – 26 February 2026

1.0 Recommendations for decision/noting:

1.1 None. For information only.

2.0 Purpose of Report

2.1 This report sets out those matters determined by the Cabinet at its meeting on 2 February 2026.

3.0 Background

3.1 The report sets out those matters determined by the Cabinet since the Full Council meeting on 22 January 2026 for the information of Full Council.

4.0 Summary of main proposals

4.1 This report is for the information of Members.

5.0 Alternative Options

5.1 Not applicable.

6.0 Key Risks

6.1 Key risks are described in each individual report presented at Cabinet. Copies of these reports have been circulated to all Members of the Council previously.

7.0 Council Priorities

7.1 The relevant Council Priorities for each Cabinet decision are described in the relevant report.

8.0 Financial Implications

8.1 As described in each report considered by Cabinet. Copies of all reports have been previously circulated to all Members of the Council.

9.0 Legal and HR Implications

9.1 Legal implications are described in each individual report presented at Cabinet. Copies of these reports have been circulated to all Members of the Council previously.

10.0 Ward Implications

10.1 Implications for individual wards are set out in the reports previously considered by Cabinet.

11.0 Health, Social and Economic Implications

11.1 These implications are considered with every report presented to Cabinet and make up a section of each individual report. These reports have already been circulated to all Councillors

12.0 Equality and Diversity Implications

12.1 As described in each report considered by Cabinet. Copies of all reports have been previously circulated to all Members of the Council.

13.0 Climate Change, Biodiversity and Environmental Implications

13.1 The climate change, biodiversity and environmental implications of reports are described in each individual report.

14.0 Background Papers

None.

15.0 Appendices

A Cabinet Decisions Made Since the Last Meeting of the Council

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Appendix A

Cabinet Business

Matters that have been determined by Cabinet are listed below:

	2.1	12 February 2026
NK	2.1.1	Corporate Peer Challenge 2025
K	2.1.2	2025/26 Financial Monitoring Report
NK	2.1.3	Housing Investment Programme Update & Business Plan
K	2.1.4	Local Nature Reserves Update
K C	2.1.5	Medium Term Financial Strategy 2026/27 – 2029/30
NK	2.1.6	Shropshire Hills National Landscape Management Plan 2025-2030
NK	2.1.7	Telford Land Deal Update

Key	
K	= Key Decisions
NK	= Non-Key Decisions
E	= Exempt Items
PE	= Part Exempt Item
C	= Council
PC	= Part Recommendation to Council

Delegation of Powers Granted by the Cabinet

REPORT HEADING	DELEGATION GRANTED TO	DETAIL OF DELEGATION GRANTED
Housing Investment Programme Update & Business Plan	Chief Executive	To implement the proposals contained within this report and the associated Business Plan 2026.
Local Nature Reserves Update	Director: Prosperity & Investment and Director: Policy & Governance, in consultation with the Cabinet Member: Neighbourhoods, Planning and Sustainability.	To complete the declaration process.
Medium Term Financial Strategy 2026/27 – 2029/30	Director: Finance, People & IDT, in consultation with the Cabinet Member: Finance, Governance and Customer Services Director: Adult Social Care, in consultation with the Cabinet: Adult Social Care and Health Director: Finance, People & IDT, in consultation with the Cabinet Member: Finance, Governance and Customer Services	To action any virements required following the final allocation of the Dedicated Schools Grant and other Grants and following the completion of the NNDR1 and final estimates of Business Rates income. To enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006 (as amended). To amend the use of the contingency in 2026/27 and to make any other associated adjustments to accommodate any difference in funding between that currently assumed and final grant allocations when received.

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

Medium Term Financial Strategy 2026/27- 2029/30

Cabinet Member:	Cllr Zona Hannington- Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Michelle Brockway - Director: Finance, People & IDT
Officer Contact Details:	**Tel:** 01952 383100 **Email:** michelle.brockway@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	Yes – 11 September 2025
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for noting/decision:

1.1 Members are asked to note the following before approving recommendations in section 1.2:

1.1.1 The Councils priorities to deliver our vision to protect, care and invest to create a better Borough:

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

- Everyone feels the benefit from a thriving economy
- All neighbourhoods are a great place to live
- Our natural environment is protected, and the Council is taking a leading role in addressing the climate emergency
- A community focussed innovative council providing efficient, effective and quality services.

1.1.2 A proposed Council Tax increase for 2026/27 of £1.20 per week for the average Band B home, supporting investment in social care services, will continue to see Telford & Wrekin Council have the lowest Council Tax in the Midlands for the services it provides, and one of the lowest in the country.

1.1.3 The continued strong track record of sound financial management of the Council including delivery of a balanced budget for over 17 years.

1.1.4 That 70 pence in every £1 the Council spends is allocated to Social Services.

1.1.5 That a number of the investments made in this report, such as Nuplace and the Growth fund, also generate a financial benefit, as well as fulfilling their primary purpose, which is invested in front line services. This is equivalent to provision of over 585,000 home care hours or over 6million £2 bus fare rides.

1.1.6 The savings of £195.3m delivered since 2009/10 as a result of reduced government funding from 2011 whilst the cost and demand for many Council services have been increasing and in particular for Adult Social Care.

1.1.7 The changes to the Local Government Finance Settlement, which are welcomed by the Council, with the implementation of the Fair Funding Review 2.0 for 2026/27 including a multi-year settlement and an updated formula incorporating updated data for deprivation and population which will better reflect needs.

1.1.8 The changes to the Business Rates System effective from 1st April 2026 which introduce 3 new multipliers as well as a reset of the system and a revaluation.

1.1.9 National and international economic pressures which have resulted in a challenging financial outlook with interest rates and inflation remaining higher than Bank of England forecasts.

1.2 It is recommended that Members approve:

1.2.1 The Medium-Term Financial Strategy (MTFS) for 2026/27 to 2029/30 and the budget framework for 2026/27 set out in this suite of reports.

1.2.2 A council tax increase of 4.99% for 2026/27 including the Government's 2% Adult Social Care precept, equivalent to £0.72 per week general council tax increase for the average Band B property and £0.48 per week for the ASC precept, which will be fully invested in the provision of social care services for the most vulnerable members of our community.

1.2.3 The net investment of £15.8m into Adult Social Care and £2.7m in Children's Safeguarding in 2026/27.

1.2.4 The budget savings listed on Appendix 9 with a total of £19.1m ongoing savings including new savings of £9.3m in 2025/26 and £11.4m in 2026/27.

1.2.5 The continuation of 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 deliver and to note the availability of the Invest to Save/Capacity Fund which is available to support partnership working.

1.2.6 The base budget in Appendix 7.

1.2.7 The policy framework for Reserves and Balances and their planned use outlined in Appendix 5.

1.2.8 The Strategic Risk Register at Appendix 13.

1.2.9 The endorsement of the Council Tax Reduction Scheme a link to which is included within Appendix 15, ready for implementation from 1 April 2026.

1.2.10 The continuation of the Council Tax Reduction Hardship Assistance Policy, also within Appendix 15.

1.2.11 The revenue implications of the medium-term capital programme for the period 2026/27 – 2029/30 set out in the Capital Strategy and Programme reports also on this agenda.

1.2.12 To grant delegated authority to the Director Finance, People & IDT after consultation with the Cabinet Member for Finance, Governance and Customer Services to action any virements required following the final allocation of the Dedicated Schools Grant and other Grants and following the completion of the NNDR1 and final estimates of Business Rates income.

1.2.13 To grant delegated authority to the Director Finance, People & IDT to take all necessary steps to implement any future new NNDR reliefs which are fully funded by the Government and introduced under the Council's Discretionary powers.

1.2.14 To grant delegated authority to the Director Adult Social Care after consultation with the Cabinet Member for Adult Social Care and Health Integration and Transformation, to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006 (as amended).

1.2.15 The authorisation of Director Policy & Governance to execute all necessary contract documentation including affixing of the common seal of the council as appropriate to enable the council to enter into appropriate Section 256 and Section 75 Agreements under the NHS Act 2006 (as amended).

1.2.16 This suite of MTFS reports as the Council's Efficiency Strategy for 2026/27, including the documentation at Appendix 12, to enable new capital receipts to be used to fund the revenue costs of transformation and efficiency projects as assumed throughout these reports.

1.2.17 To grant delegated authority to the Director Finance, People & IDT after consultation with the Cabinet Member for Finance, Governance & Customer Services to amend the use of the contingency in 2026/27 and to make any other associated adjustments to accommodate any difference in funding between that currently assumed and final grant allocations when received.

1.2.18 Delegation of authority to the Director Finance, People & IDT after consultation with the Cabinet Member for Finance, Governance & Customer Services to make changes to the Medium-Term Financial Strategy with immediate effect to reflect all grants received from Government with authority to incur associated spend.

1.2.19 The Pay Policy for 2026/27 included as Appendix 16.

1.2.20 The additional recommendations contained in other reports included in this suite of Medium-Term Financial Strategy reports included on this agenda.

2.0 Purpose of Report

2.1 This report seeks approval of the Council's Medium-Term Financial Strategy for the four years 2026/27 – 2029/30. This overview report, along with other linked reports on the agenda including:

- The Capital Strategy
- The Medium-Term Capital Programme
- The Investment Strategy
- The Treasury Management Strategy and
- The Prudential Indicators report

together, form the Council's overall Medium-Term Financial Strategy for the next four years and the budget framework for 2026/27.

2.2 The report builds on the MTFS report considered at Cabinet on 6 January 2026 which has been subject to public consultation and scrutiny by members of the Council's cross-party Business & Finance Scrutiny Committee since that date. The January report was itself an update of the Council's 4-year MTFS approved at full Council on 27 February 2025 and this report remains consistent both with that strategy and the approach to prudent and successful financial management exercised by the Council for many years throughout an unprecedented and protracted period of severe financial constraint

3.0 Background

3.1 The current MTFS, which covered the 4-year period to 2028/29, was approved at full Council on 27 February 2025. This included the 2025/26 revenue budget and medium-term capital programme.

3.2 Councils across the country continue to face extreme financial challenges with pressures driven by high costs and unrelenting demand pressures for services such as Adult Social Care, Children's Social Care, homelessness and home to school transport. The LGA's submission ahead of the Autumn 2025 budget states "The sector's financial challenges are rooted in a sustained period of austerity combined with rapid increases in cost and demand pressures. While funding levels have increased in recent years, the cuts of the 2010's are far from fully reversed. Core spending power remains 16.4% lower in real terms in 2025/26 compared to 2010/11. Annual spending pressures continually outstrip budgeted resources, leading to annual overspends. Prior to the 2025 spending review the LGA estimated that councils faced a funding gap of £8.4billion by 2028/29 compared to 2023/24. Councils need a significant increase in overall funding to stem the emerging risk of system-wide financial failure and to ensure councils can meet demand for the vital services needed by their communities."

3.3 Telford & Wrekin Council is also facing 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 includes difficult choices relating to further cuts to staffing necessitating redundancies, reductions to some services, delivering services differently, reviewing fees and charges and the level of council tax increase.

3.4 The Financial Monitoring Report for 2025/26 also on this agenda provides the latest projections in relation to the outturn position for the current year. Many of the pressures we face in the current year are of an ongoing nature and are likely to increase in future years.

3.5 On 11 June 2025 the Chancellor announced the Spending Review which set out budgets for all government departments for the period 2026/27 to 2028/29, and up to 2029/30 for capital investments. The Local Government settlement showed an additional £3.3 billion grant funding in real terms for local authorities in 2028/29 compared with 2023/24, resulting in an average overall real terms increase in local authority core spending power between 2023/24 and 2028/29 of 3.1% per year.

3.6 The key announcements relating to local government at a national level include, additional housing investment, early intervention funding for the prevention of homelessness, additional funding for Adult Social Care (via increases to NHS budgets), funding to transform Children's Social Care, a SEND reform and consolidation of the Household Support Fund into a new Crisis and Resilience Fund for households.

3.7 The Spending Review also reaffirmed the Government's commitment to multi-year allocations and moving to a more up-to-date assessment of each council's needs and resources as part of the 2026/27 Local Government Finance Settlement. The new system will include a long overdue updated assessment of relative needs and resources, a reset of the Business Rates Retention Scheme and will include some transitional measures to smooth the impact of changes. As part of the process, a consultation was undertaken between 20 June and 15 August 2025: The Fair Funding Review, which was seeking views on determining new funding allocations for local authorities and outlined proposals to update the overall funding system. This informed the Policy Statement published by MHCLG on 20 November 2025.

3.8 The Budget, presented by the Chancellor on 26 November 2025, set out a medium-term plan for public finances. This included departmental expenditure limits up to 2028/29. The Budget also confirmed the anticipated changes to business rates with the introduction of two lower multipliers for Retail, Hospitality and Leisure to be funded by a new high value multiplier from April 2026.

3.9 The reform of funding arrangements is the most significant change in over two decades. There are likely to be winners and losers, and transitional mechanisms will be crucial to avoid services being put at risk. The changes are welcomed by the Council however financial planning is still challenging due to the very tight national government funding position, significant cost of living pressures facing our residents and higher interest rates together with major uncertainties over the future economic outlook. This creates the context within which we must now consider our MTFS proposals. Given the significant cost pressures the Council is proposing setting a detailed budget for 2026/27 only but within the context of a four-year MTFS.

3.10 Despite the significant cost pressures, 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 the MTFS covering the period 2026/27 to 2029/30. However, due to the high levels of increased demand for services and cost pressures the projections beyond next year are indicative and will be regularly updated as further information becomes available.

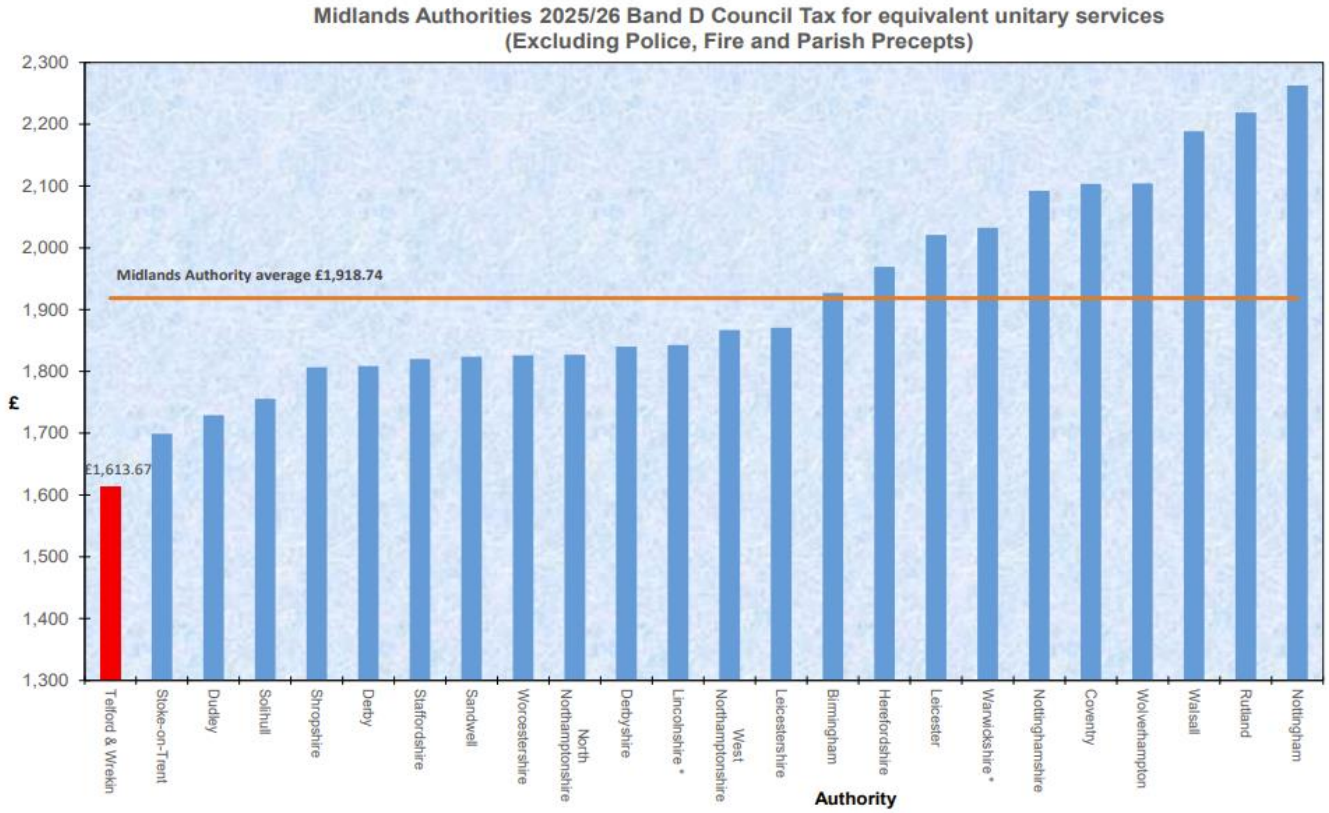
4.0 Summary of main proposals

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 £195.3m of ongoing annual budget savings by the end the current financial year since 2009/10, the Council has continued to manage its budget effectively.

4.2 However, due to the current high levels of financial pressure arising from the increased demand for and cost of Adult Social Care, this report recommends a council tax increase equivalent to £0.72 per week general council tax increase

for the average (Band B) property and £0.48 per week for the ASC precept. All the funding raised through the council tax increase will be invested in the provision of Social Care services for the most vulnerable children and adults in our community. In 2025/26, 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 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 £649.21 less pa than the highest Midland Authority. Council tax in the Midlands is, on average, 19% higher than in Telford & Wrekin (£305.07pa more at Band D for the services that this Council is responsible for). At Band D, council tax in Telford & Wrekin is lower than our nearest neighbours by £193.00 for Shropshire Council, £206.35 for Staffordshire County Council and £574.91 for Walsall Council.

Even after the proposed council tax increase which will cost the average resident (based on a Band B property) £1.20 per week, the Council will still have the lowest council tax in the midlands for the services that it provides. The graph below demonstrates this with a comparison of Council Tax at Band D for 2025/26, this can also be found in appendix 1. 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 £0.48 per week Adult Social Care precept for next year. However, all of the funding generated from the total £1.20 per week 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 £4.7m towards the £15.8m additional investment that is required into our Adult Social Care services next year with the additional investment required being funded through further budget savings.

4.4 The Council's net budget for Children's Safeguarding next year will be approximately £52m and for Adult Social Care the net budget will be over £97m giving a total commitment to these two key areas of nearly £150m, equivalent to approximately 70% of the total net revenue base budget.

4.5 Telford & Wrekin Council is proud to support Lingen Davies and has earmarked £250k in the budget to match the next £250k raised by their ambitious Sunflower Appeal, a campaign to raise £5 million for a dedicated cancer treatment centre at the Princess Royal Hospital in Telford. Currently 37% of patients receiving treatment at the Lingen Davies Cancer Centre in Shrewsbury have a TF postcode. Offering services that are closer to home for them, and freeing up capacity for others in Shrewsbury, will reduce stress and associated worry about lengthy wait times. This new Lingen Davies Cancer Centre, planned to open in 2029, will double treatment capacity alongside services already available at the Cancer Centre in Shrewsbury. The new Centre will provide an additional 30 chemotherapy bays, and urology and lung diagnostic clinics, as well as facilities for outpatient appointments. For local patients, that means less waiting, shorter journeys, and care that's easier to access when it matters most.

4.6 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.

4.7 The current medium-term capital investment programme totals £437m and is set out in Appendix 12. This includes:

- Over £88m to deliver high quality Nuplace and Telford & Wrekin Homes for local people to rent from a responsible and responsive landlord, including provision of the Council's first ever Homes for Veterans scheme, and investment for affordable and specialist housing programmes,
- Over £59m to support further Growth Fund initiatives, including the Priorslee University site, building on our track record of delivering growth, new employment opportunities and meeting gaps in the commercial market, a recent example being Orchard Business Park at Hortonwood delivering 24 new industrial units and creating 75 new jobs,
- Over £103m for transport and Highways which includes equipping the Council to repair more potholes with the Find it Fix it crews whose targeted approach has resulted in a 15% reduction in the number of potholes in the last four years,
- Over £41m for education capital projects with investment in school expansion projects to increase pupil places, including additional SEND places
- Over £5.5m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper, disabled facility grants and temporary accommodation.
- £16.3m for Leisure & Cultural Schemes including a new swimming pool, new gym equipment and amphitheatre improvements,
- Over £56m Local Regeneration Fund including Towns Fund investment in Oakengates and Wellington and Levelling Up funding for Station Quarter and the Theatre,
- Over £22m Pride in Place Programme to build stronger communities, create thriving places and drive regeneration with investment in the Woodside, Sutton Hill and Brookside areas.

4.8 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 and business rates which will be used to help front line services such as Adult Social Care, as well as protecting and creating jobs for local people.

4.9 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 £195.3m, 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 £19.1m commencing 2026/27. 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.

4.10 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 £4.4m at the start of the current financial year. Further details of the reserves and provisions held by the Council are included at Appendix 5.

4.11 A consultation period on the proposals included in this report ran from 7 January 2026 through to 3 February 2026. The Business & Finance Scrutiny Committee also scrutinised the budget proposals, but no alternative budget proposals were put forward by any Opposition group for the Committee to scrutinise.

5.0 Robustness of the Budget Strategy

5.1 The Council is required to set a balanced budget and under section 25 of the Local Government Act 2003, the Council's Chief Financial Officer (CFO) is required to report on the adequacy of the Council's reserves and balances and on the Council's financial strategy including the use of balances and of the financial planning process.

5.2 Appendix 14 gives a more detailed view, but overall:

- given the continued successful delivery of savings which will total £195.3m by the end of this year,
- the long-term service redesign, particularly in relation to Adults and Children's services,
- the more commercial approach to some services being adopted, and the investment being made in the borough,

It is considered that the Council is pursuing a sound financial strategy, particularly in the context of the more prolonged and challenging financial

position it has ever faced due to the combined long-term effects of Government Grant cuts, inflation and increased service pressures. Further, it is considered that the Council maintains an adequate level of reserves and provisions and has an appropriate medium-term strategy for the use of reserves.

6.0 National Context

6.1 Since 2010 there have been significant cuts in public spending and periods of severe financial constraint. Local authorities have been particularly affected by funding cuts during this period because the Government protected many other areas of public spending – but not local government.

6.2 In recent years, as the Government cut funding for local authorities, they assumed that councils would increase council tax by the maximum permitted up to the referendum limit, including the introduction of the Adult Social Care precept. This has seen a direct transfer of the responsibility for funding local government services from grants provided by central government to council taxpayers. As a Council with a comparatively low level of Council Tax (see appendices 1 and 2) and most properties in Bands A and B a 1% Council Tax increase raises significantly less than in an area which has a high level of Council Tax and has a large proportion of properties in higher Council Tax bands.

6.3 There has been an increase in the numbers of councils requiring Exceptional Financial Support (EFS). In 2025/26 29 councils required EFS in order to balance their budgets, of these 26 has social care responsibilities. Since its introduction in 2020/21 42 local authorities have accessed over £5billion through EFS. 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 17 years despite having to deliver £195.3m ongoing annual budget savings/additional income by the end of 2025/26.

6.4 Adult Social Care has faced significant additional pressures from the increase in the number of people needing access to social care services and specialist care. The Borough's population increased by 14.9% in the decade to 2024. This was the highest of all West Midlands upper tier local authorities and the 9th largest population growth of all 151 upper tier local authorities in England in that period. The population in the Borough for those aged 65 plus increased by 27.6% in the decade to 2024, in comparison to England's 15.5% increase. This was the highest increase of all West Midlands upper tier local authorities and the fourth highest of all 151 upper tier authorities in England. The population of Telford & Wrekin is projected to grow to 208,000 by 2032. This represents an increase of 10.0% from 2022, greater than the projected growth in England (6.4%) and West Midlands (5.9%). By 2032, 21% of the Borough's population are projected to be aged 18 years and under, a decrease from 24% in 2022 but remains above the average for England (20%). By 2032, 20.3% of the

borough's population are projected to be aged 65+, compared with 17.7% of the population in 2022. This represents an increase of 26.1% from 2022, compared to a projected increase in England of 20.7%.

6.5 On 20 November 2025 the Minister of State for Local Government and English Devolution published a written ministerial statement which was accompanied by a policy statement of the 2026/27 to 2028/29 local government finance settlement. This included the governments formal response to the summer consultation on Fair Funding Review 2.0, the governments formal response to the 2025 consultation on the delivery of the business rates reset and a policy paper on delivery of the business rates reset. The policy statement confirmed that the Government will deliver a three-year local government finance settlement in December 2025 for 2026/27 to 2028/29 which will be the first multi-year settlement in a decade. The policy statement is a significant step in the Fair Funding Review firming up many of the proposals within the consultation and will see the needs of local authorities reassessed through the new relative needs formulas taking into account more up to date data around deprivation and population.

6.6 On 26 November 2025 the Chancellor delivered her Budget to the House of Commons. This included the anticipated changes to the business rates system.

7.0 Fair Funding Review 2.0 and Reset of the Business Rates Retention System

7.1 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 change to the 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.

7.2 The Fair Funding Review 2.0, alongside the reset to the Business Rates Retention system, will see the most significant change to local government funding since 2013/14. The Fair Funding Review 2.0 is aimed at better aligning funding with need across the country by updating formulas used to calculate local authorities need for services relative to one another. These formulas haven't been updated for decades and use data that is significantly out of date. There are currently 15 formulas used in the needs assessment which will be simplified to 9 formulas from 2026/27 onwards. The formulas will be kept up to date with the use of projections and regular resets.

7.3 The government has confirmed that the £600m Recovery Grant, introduced in 2025/26 to support the most deprived local authorities, which are least able to

fund their own services through locally raised income, is going to continue across the multi-year settlement with amounts guaranteed at 2025/26 levels.

7.4 The settlement will include £3.4billion in new grant funding for adult and children's social care across the three years resulting in a 2.6% average annual increase in core spending power over the spending review period. The government is simplifying more than 30 funding streams worth nearly £47billion across the multi-year settlement including the merging of £21.5billion of existing funding into four new consolidated grants as follows:

- Homelessness, Rough Sleeping and Domestic Abuse Grant (£2.4bn) – includes Homelessness Prevention Grant, Rough Sleeping Funding and DA Safe Accommodation Grant.
- Children, Families and Youth Grant (£3.1bn) – includes social care prevention grant, supporting families funding, new investment of £547m, Holiday, Activities and Food Grant, Pupil Premium Plus Post-16 grant.
- Public Health Grant (£13.45bn) – main Public Health Grant, Drug and Alcohol Treatment and Recovery Improvement Grant, Local Stop Smoking Services and Support Grant and Swap to Stop scheme funding.
- Crisis and Resilience Fund (£2.5bn) – Household Support Fund and Discretionary Housing Payments.

7.5 A number of existing grants totalling £25.3billion will also be redistributed using the new Fair Funding Assessment including:

- Social Care Grant (£17.8bn)
- Adult Social Care Market Sustainability and Improvement Fund (£3.15bn)
- Employers National Insurance Contributions (£1.51bn)
- New Homes Bonus (£0.87bn)

This will result in a significant increase to the level of revenue support grant received as these grants are rolled in.

7.6 The Government will include transitional arrangements in the new reformed system to enable authorities to adjust to the new funding allocations. This will be achieved through the use of funding floors; however, the majority of social care authorities will receive a real term increase.

7.7 Other issues facing the Council include:

- Reductions in interest rates set by the Bank of England have been slower than anticipated. 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.

- The levels of pay awards from April 2026 and future years.
- The impact of the significant changes to the Business Rates Retention system from 2026/27 including the introduction of 3 new multipliers, a system reset and revaluation which could result in an increase in level of appeals.
- Other legislative changes that will impact the Council such as the Renters Rights Act and the extension of free school meals eligibility.
- Projections of what the council's budget gap might be in 2027/28, and later years are therefore extremely difficult to make. 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 2027/28, and later years included in this report.

8.0 Autumn Budget Statement November 2025

8.1 The Chancellor presented her budget on 26 November 2025 to the House of Commons. The majority of relevant announcements for local government were around business rates reform and a council tax surcharge which billing authorities will be required to collect on behalf of central government. Announcements relevant to local authorities included:

- New Council Tax surcharge from 2028/29 to be collected alongside council tax at a flat rate charge to owners. This will be based on new valuations to be prepared at 2026 prices for hereditaments over £2m, starting at a £2.5k surcharge.
- Mayoral Strategic Authorities and other growth funding – new designated areas, extension of pilots, skills funding devolution.
- SEND and the extension of the DSG statutory override – the government will set out substantial plans for reform of special educational needs provision early in the new year to deliver a sustainable system which will support children and families. Future funding implications will be managed within the overall government Departmental Expenditure Limits once the statutory override ends in 2027/28 which means that local authorities will not be expected to use general funds after 31 March 2028. Details around the government's plans to support local authorities with historic and accruing deficits will be provided in the Local Government Finance Settlement.
- Living wage increase of 4.1% to £12.71 per hour and 8.5% for 18–20-year-olds to £10.85 per hour from April 2026
- Adjustment to treatment of earnings in Housing Benefit and Universal Credit to remove reductions to benefit for increases in working hours
- Administration of pensioner Housing benefit and Pension Credit to be brought together from Autumn 2026

- £48m additional funding to boost capacity in the planning system including additional investment to recruit an extra 350 planners in England by expanding the Pathways to Planning Graduate Scheme and creating a new Planning Careers Hub. The Council have already had the benefit of taking 2 Graduates through this scheme.
- Investment of £18m over two years in up to 200 playgrounds across England.
- Providing additional funding to enhance Trading Standards capabilities.
- Local authority charge points capability funding - £100m to accelerate installation of charge points where people live and work.
- Overnight Visitor Levy – the government has set out a plan to introduce a new overnight levy that will apply to visitors at accommodation providers. It would be up to mayors and other local leaders to introduce a modest charge. The government is seeking views on this proposal.
- The government will provide an additional £1.5billion capital investment to tackle fuel poverty through the Warm Homes Plan, in addition to the £13.2billion of funding allocated at Spending Review 2025.
- By 2029/30, the government will commit over £2billion annually for local authorities to repair, renew and fix potholes on their roads
- The government is adjusting how earnings are treated for Housing Benefit and Universal Credit claimants in supported housing and temporary accommodation, so that most claimants will not be subject to reductions in income for working more hours.

8.2 The Chancellor confirmed the changes to the business rates system, which were anticipated, with the introduction of two lower multipliers for Retail, Hospitality and Leisure (RHL) to be funded by a new High-Value Multiplier. The RHL multipliers are 5p lower than the existing national multipliers, 10.4% below the national standard multiplier and 11.6% below the national small multiplier. This is alongside a reset of the business rates system and a revaluation to reflect changes in property values since 2023.There will be a transitional relief scheme for businesses from 2026/27 for 3 years of the rating list which will cap business rates increases each year to a set amount.

8.3 The LGA's initial response to the Budget was "The Government has acted on LGA calls to provide greater financial certainty and a simpler funding system, which are hugely important for councils. While funding levels have increased in recent years, councils will be rightly anxious that today's budget does not provide the increase in funding they desperately need to ensure their financial sustainability, protect services, support local communities, and address national priorities. Councils work tirelessly to deliver on the ambitions of residents and are key to solving many of the challenges the Government is looking to address. However, local government finances remain under severe pressure with councils facing huge cost pressures in areas including adult social care, temporary accommodation, SEND, and home to school transport."

9.0 Local Context

9.1 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.



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



9.3 Primarily Nuplace was established to increase the supply of private rented accommodation in the area, to regenerate brown field sites that the Council had been unable to sell and to drive-up standards in the wider private rented sector by offering a high-quality alternative to private tenants. However,

Nuplace also generates a surplus after paying all associated costs. The return is used to help reduce the amount of cuts that we would otherwise have to make to the front-line services that the Council provides to our community.

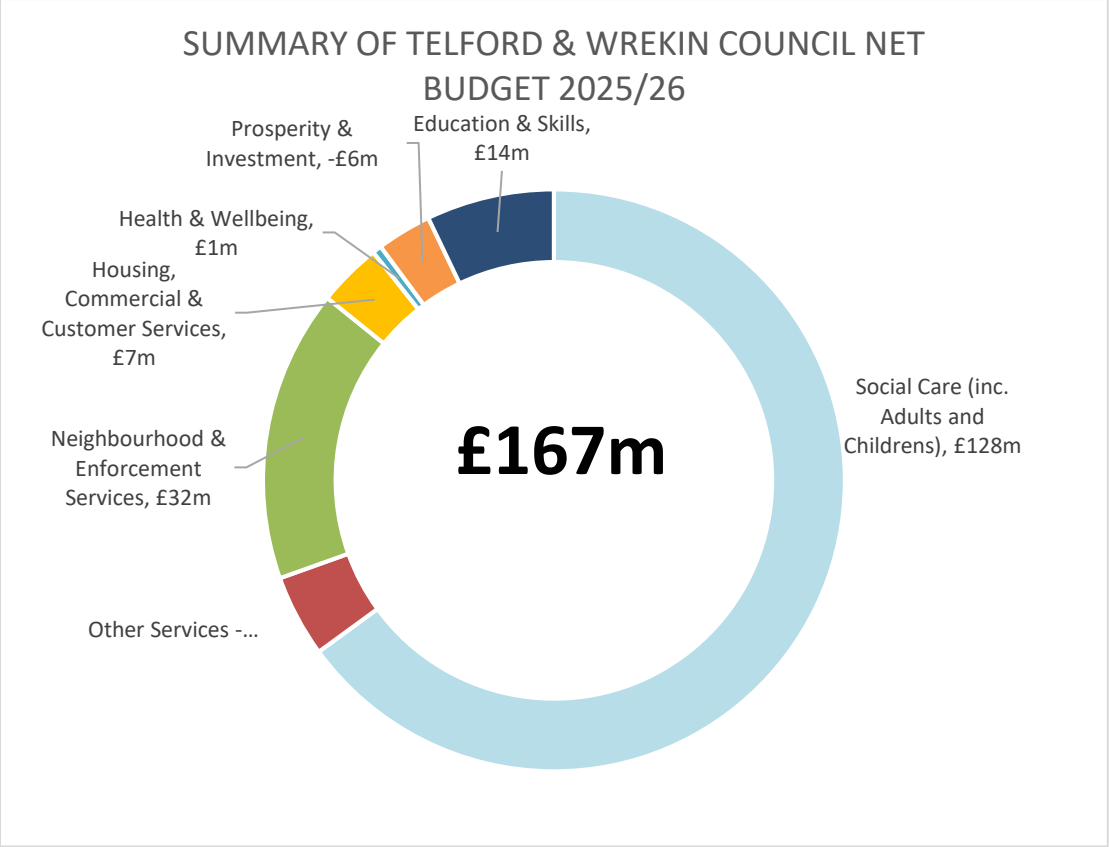
9.4 The Council is also committed to investing in the Borough's future. Ensuring that the Borough is an attractive place to live, work, learn and visit is essential if we are to attract new businesses that will create jobs and bring prosperity to the area and the people that live here. The Council also 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.

9.5 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.

9.6 On 27 February 2025, the Council approved a detailed one-year service and financial planning strategy for the current financial year within the context of a four-year MTFS. The one-year detailed strategy was agreed because the Government only provided a one-year funding settlement. 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.

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



9.8 The chart shows that in 2025/26, £128m, or 76% of our net budget, is spent on social care for adults and children. Financial Management reports to Cabinet during the year have consistently highlighted that at Telford & Wrekin adult social care services are facing pressure despite the significant additional ongoing investments made in recent years, additional ongoing investment is therefore required to ensure a robust MTFS in future years.

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

10.1 Despite our severe financial constraints, Telford and Wrekin is a progressive Council with ambitions to improve the Borough and the lives of residents. The Council has an ambitious investment programme to protect, care and invest to create a better borough.



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

10.3 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.

10.4 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.

- 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. Household Recycling Rates are currently 49.2% and we continue to provide a collection service for green waste at no extra charge to the public.



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

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

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

- We are investing over £200k to increase the number of grit bins to 1,000 while maximising the use of technology to deliver efficiency in refilling grit bins across the Borough

- We are introducing a flat £2 bus fare on the entire bus network across Telford & Wrekin as part of our commitment to providing affordable and reliable public transport across the Borough.



- **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 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.

10.5 As a co-operative council, we place residents at the heart of our decision-making. Our commitment to protecting, caring for, and investing in the borough is shaped by ongoing dialogue with the community. We consult with residents not only to hear their views, but to gain a deeper understanding of how proposed changes may affect those most impacted. This insight is essential to

shaping fair, informed, and responsive decisions that reflect the needs and priorities of our diverse borough.

10.6 Throughout the year, we've undertaken focused engagement activities to ensure that key issues are explored in depth before any decisions are made. Over the past 12 months, we've consulted on a wide range of significant topics, including:

- Housing Strategy
- Supported Bus Service
- The Council's budget for 2025/26
- Residents Survey 2024/25
- EV Charging
- Draft Statement of Licensing Policy

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

10.8 We also have over 200 volunteers supporting our Mystery Customer programme, as we want to understand what it's really like to be a customer of our services — to gain insight into what people expect and the standard of service they receive. This programme enables us to continually and consistently capture customer feedback, which helps us identify what's working well and where improvements are needed. The insights gathered play a vital role in shaping service delivery, driving up standards, and ensuring that our services meet the needs of those who use them.

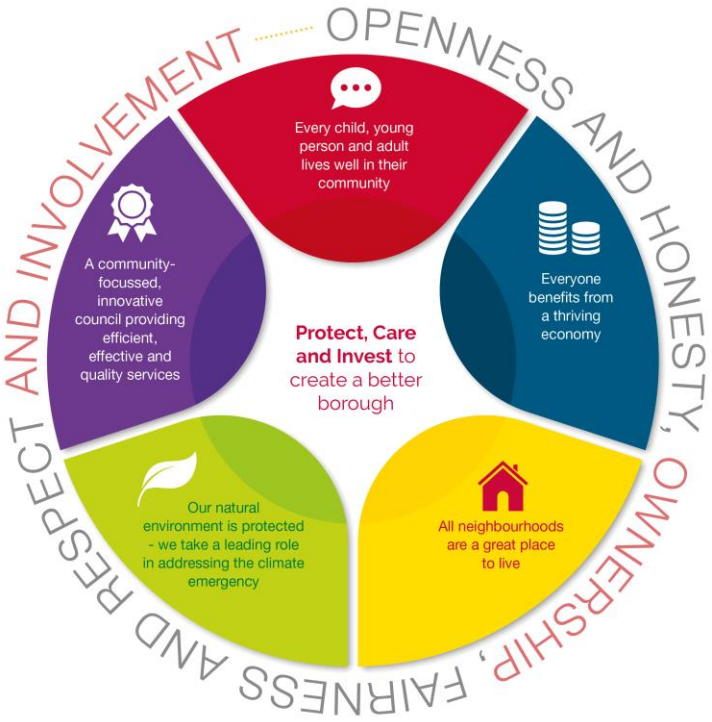
10.9 While many other councils have focussed on making cuts while neglecting growth and stopped major development projects, we continue to prudently invest to create jobs and safeguard the future prosperity of the Borough and its residents.

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

- **Openness and Honesty** - being open and honest in the way we work and make decisions and communicate in a clear, simple and timely way.
- **Ownership** - being accountable for our own actions and empower others with the skills to help themselves.
- **Fairness and Respect** - responding to people's needs in a fair and consistent way.

- **Involvement** - working together with our communities, involving people in decisions that affect their lives and be prepared to listen and take on new ideas.

Our Vision, Priorities and Values



10.11 Our MTFS is the financial expression of our priorities. Through the development of a sound MTFS we maximise the use of revenue and capital resources and ensure that we allocate the funding that is available in the best way to deliver as far as possible on 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 2026/27 have been included in Appendix 4. The Capital Programme is analysed by corporate priority later in this report to show how we use our capital resources to deliver our corporate priorities.

11.0 Funding Settlement for 2026/27

11.1 The provisional local government funding settlement for 2026/27 was announced on 17 December 2025. The provisional settlement is the first multi-year settlement in over a decade with funding allocations covering 2026/27 to 2028/29 being provided. It should be noted that the settlement will remain an annual event and figures for future years are subject to change until "locked down" by their own settlement. The figures for all years are based on the outcome of the Autumn Budget and Spending Review, announcements of the

2025 Budget and the 20 November Policy Statement. The main headlines are as follows:

- Fair Funding Assessment - MHCLG has published the provisional outcome of the Fair Funding Review which sets the underlying figures for the Fair Funding Assessment. This is split between Baseline Funding Level and revenue support grant.
- Business rates reset, revaluation and multiplier reform – the settlement reflects MHCLG's latest analysis on the impact of the business rates revaluation, reset and introduction of new business rates multipliers.
- Council Tax – the council tax referendum limit in 2026/27 will continue to be 2.99% for the general council tax increase and 2% for the social care precept.
- Adult social care funding – Additional adult social care funding worth £150m in 2026/27, £250m in 2027/28 and £500m in 2028/29 has been added to RSG and will be distributed using the new adult social care relative needs formula. The Department of Health & Social Care will shortly publish "notional" adult social care amounts which will set out an expectation of how much of council funding should be spent on adult social care.
- Funding Floor Cost – amounts have been allocated in the settlement for transitional protection payments totalling £146.9m in 2026/27, £352.7m in 2027/28 and £567.5m in 2028/29.
- Recovery Grant – the 2025/26 Recovery Grant will continue over the 3-year settlement period.
- Homelessness, Rough Sleeping and Domestic Abuse grant – brings together existing grants for Domestic Abuse Safe Accommodation, part of the Homelessness Prevention Grant, Rough Sleeping Prevention and Recovery Grant and Rough Sleeping Accommodation Programme. This consolidated grant now forms part of core spending power.
- Children, Families and Youth grant – brings together the existing Children's Social Care Prevention Grant and the Supporting Families element of the Children Families Grant. The total is increased by £330m in 2026/27 and reduces by £124m in 2028/29.
- Core Spending Power – which measures the core revenue funding available to local authorities to fund their core services (includes RSG, Business Rates, Council Tax and specific grants) has increased nationally by 5.7% compared to 2025/26.

11.2 The provisional settlement for Telford & Wrekin has been positive with spending power increasing by 8.8% in 2026/27. This includes over £6m in additional Revenue Support Grant for 2026/27 and increases in ringfenced grants for Children, Families and Youth and Homelessness, Rough Sleeping and Domestic Abuse.

11.3 The deadline for responses to the provisional settlement was 14 January 2026. The Chief Financial Officer agreed a response to the provisional settlement with the Cabinet Member for Finance, Governance & Customer Services which was submitted it in line with the deadline.

12.0 Base Budget For 2026/27

12.1 The base budget for 2026/27 totals £234.3m and is summarised in Appendix 7. The budget will be restated after final decisions have been taken on the savings and investment proposals contained in this report.

12.2 As previously highlighted in this report, there are many areas of significant uncertainty facing the Council and our overall financial position beyond March 2027.

12.3 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.

12.4 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 2025/26

	2026/27 £000	**2027/28 £000**	**2028/29 £000**	**2029/30 £000**
2025/26 Base Budget	**167,639**	**167,639**	**167,639**	**167,639**
Changes to Contingencies	(3,250)	(3,250)	(3,250)	(3,250)
Pensions - benefit from triennial evaluation - reduction in employers contribution and	(4,000)	(4,000)	(4,000)	(4,000)

	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
fully funded position				
Inflation on major contracts and utilities	2,058	3,258	4,458	5,658
Pay Inflation	1,460	3,860	6,280	8,749
Changes to other Government Grants – including grants transferring to RSG	29,862	40,886	40,886	40,886
Adult Social Care additional investment	25,283	31,733	38,688	46,326
Children's Safeguarding additional investment	4,617	6,691	7,962	10,073
Theatre costs	-	250	500	500
Grounds & Cleansing Contract	-	-	-	700
Ongoing Revenue Cost of Council Investment Programme	1,021	1,281	1,281	1,281
Cost of capital Programme	3,555	6,617	7,832	6,472
Savings previously approved	1,978	1,863	1,863	1,863
Other	4,055	3,137	2,877	2,885
Updated Base Budget	**234,278**	**259,965**	**273,016**	**285,782**
Assumed income from Council Tax	(99,582)	(100,425)	(101,925)	(103,425)
Assumed Revenue Support Grant	(12,968)	(13,202)	(13,466)	(13,735)
Grants Transferred into RSG	(29,052)	(38,704)	(38,704)	(38,704)
Additional RSG	(6,500)	(12,714)	(19,171)	(19,171)
Business Rates (including “top-up” and s.31 grants)	(60,809)	(62,204)	(63,459)	(64,739)
Projected Funding	**(208,911)**	**(227,249)**	**(236,725)**	**(239,774)**
Base Budget Gap before Council Tax Increase	**25,367**	**32,716**	**36,291**	**46,008**
Less:				

	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Council Tax Core Increase - 2.99% in 2026/27	(1,877)	(1,877)	(1,877)	(1,877)
Adult Social Care Increase - 2% in 2026/27	(2,806)	(2,806)	(2,806)	(2,806)
Base Budget Gap after 26/27 Proposed Council Tax Increase	**20,684**	**28,033**	**31,608**	**41,325**
Additional Savings	(20,684)	(18,790)	(19,114)	(19,114)
To find from further savings/use of balances/council tax increases in future years	**0**	**9,243**	**12,494**	**22,211**

Notes:

- No assumption has been made for any increase in either the general level of Council Tax or ASC precept beyond 2026/27. All of the additional funding generated from the 2026/27 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 2026/27 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.
- RSG figures up to 2028/29 are provisional and will be finalised as part of the Local Government Finance Settlement each year. RSG for 2029/30 is outside the muti year settlement and no increase has therefore been assumed.

12.5 After having delivered £195.3m of annual ongoing savings by the end of this year, it is clear that further cuts will be more challenging. Clearly the Council will seek to minimise impacts on our community by working with Town and Parish Councils, local community groups, service users, the voluntary sector, volunteers and other partner organisations. Based on the position summarised above, total savings since 2009/10 began are projected to total just under £235.4m by the end of 2029/30 (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 2025/26	195.3
Savings previously approved for 2026/27	1.2
Savings now put forward for implementation in 2026/27	15.5

Savings now put forward for implementation in 2027/28 and 2028/29	1.5
Projected further savings/council tax increase required from 2027/28 to the end of the 4-year MTFS period in 2029/30	22.2
Total Projected savings by end of 2029/30	**235.7**

13.0 Our Approach to Developing Savings Proposals Budget Engagement

13.1 From 2017 onwards the Council adopted a new approach to the development of future savings proposals. With many of the more straightforward savings already achieved, identifying further efficiencies has become increasingly more complex. As a result, more time is required to engage with stakeholders on potential options and to explore ways to minimise the impact of changes. We now develop savings proposals on a rolling basis, as opportunities and capacity allow. This approach enables more meaningful engagement with our communities and partners, fostering more innovative and collaborative solutions to the challenges we face across the Borough. It also means that budget engagement takes place throughout the year, rather than being limited to a short, fixed period.

13.2 We held discussions with our Town and Parish Councils, business community, local voluntary and community sector partners and the Business & Finance Scrutiny Committee during January 2026. This is part of an ongoing dialogue that will continue throughout the year as our budget proposals are developed.

14.0 Capital Receipts and Debt Charges

14.1 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.

14.2 The Council 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.

14.3 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. The cumulative growth in the Nuplace portfolio was 32% to the end of March 2025 with Nuplace generating a surplus

which is used to support essential front-line services and to reduce the cuts to services that would otherwise be required. 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. 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.

14.4 In Telford & Wrekin debt repayments in 2025/26 accounted for 8.7% of the net revenue budget. This calculation does not take into account the income generated from capital schemes such as Nuplace and the Growth Fund for which the income generated covers the cost of debt associated with the capital investment as well as providing a return to the Council. Income from Nuplace is forecast to be £2m in 2025/26 and net additional income from the Property Investment Portfolio, which has been boosted by the Growth Fund investment, is expected to exceed £10.3m.

14.5 Our programme of asset sales totals £17.788m over the medium term. Generation of these receipts is a key assumption within the MTFS. 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.

15.0 Section 106 Agreements

15.1 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.

15.2 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.

15.3 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.

15.4 The Council publishes an Infrastructure Funding Statement (IFS) each year detailing income and expenditure against S106 agreements. A copy of the current Infrastructure Funding Statement is attached as Appendix 6.

16.0 2025/26 Projected Outturn Position

16.1 As the Financial Monitoring report also on this agenda shows, whilst the Council continues to exercise tight financial control, the Council is still experiencing very significant pressures, in particular for Adult Social Care services. Fortunately, due to our good financial planning and management we have a one-off contingency earmarked specifically for social care, a one-off contingency for income and inflationary pressures and also our general budget contingency. We have also identified in year savings to bring the budget back into balance. Work to seek to reduce this pressure is continuing but clearly further demand pressures may be experienced in key services, for example winter pressures in the hospital which can impact on Adult Social Care, 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 services but also for seasonal factors such as winter road gritting and any potential costs arising from flooding events.

17.0 Savings Proposals For 2026/27

17.1 By the end of the current financial year, the Council will have delivered ongoing budget savings, including additional income, of £195.3m since 2009/10. Despite the proposed £1.20 per week (Band B) council tax increase (which includes the ASC precept) which will raise around £4.7m, 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.

17.2 Appendix 9 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 £19.1m including additional in year savings for 2025/26. This includes savings of £9.8m from 2026/27 onwards. Clearly after already having delivered £195.3m of savings, these savings now put forward will include some proposals that are more challenging. As explained elsewhere in this report, extensive consultation with service users and partners will be undertaken to identify ways to mitigate the impacts of the proposals or to identify alternative options.

17.3 Whilst additional investments totalling £15.8m net of savings into Adult Social Care and £2.7m into Children's Safeguarding and Family Support in 2026/27 is put forward in this report, it is not possible, even in this service to continue providing the same services in the same ways. To ensure that the Council can continue to always meet the assessed needs of vulnerable adults and children in our community, it is necessary for new approaches to be taken to deliver the best outcomes for our clients and to ensure that we operate as efficiently as possible. Continuous improvement plans are therefore in place for both Children's Safeguarding and Adult Social Care. Details of these Continuous Improvement strategies are included as Appendices 10 and 11.

18.0 Revenue and Capital Investments

18.1 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 totalling £15.8m and Children's Safeguarding and Family Support totalling £2.7m, after allowing for planned savings, in 2026/27. In total the net budget for Adult Social Care and Children's Safeguarding is nearly £150m next year.

18.2 The Council is proposing a significant capital programme which totals over £436.5m and is summarised in Appendix 12. 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. The Council has a successful track record of securing external funding to support the capital programme with over £179m of government grants, and external funding supporting the capital programme for 2025/26 to 2029/30 and a further £7.5m of government grant committed beyond 2029/30.

18.3 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:

- 608 homes delivered, across thirteen sites including 56 refurbished properties across the Borough. Of these properties, 97 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 1,500 people across the Borough with houses available within North and South Telford and Newport.
- The diversification of Nuplace by the establishment of Telford & Wrekin Homes, involving the acquisition, refurbishment, and rental of properties at

locations across the Borough. This will continue to raise standards in the private rented sector.

- Works are underway to complete a further 177 homes including both new build and converted properties. The programme has resulted in over 47 acres of brownfield land being regenerated, addressing sites that might otherwise blight communities.
- The portfolio is performing well with a cumulative void rate to 31 March 2025, of 0.84% since the first site was completed.
- Since 2015/16 - cumulative net incremental income of £13.8m to 31 March 2025 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 £4.5m cumulatively to the end of March 2025.
- The Nuplace investment portfolio was valued at £122.8m as at 31 March 2025. Cumulative growth in the portfolio is 32% to the end of March 2025.
- In addition to delivering much needed housing, the programme has delivered considerable added value in terms of local employment, apprenticeships, supply chain development and the delivery of a range of community projects.
- Since 2015/16 to 31 March 2025, Nuplace has delivered a cumulative profit before tax of £4.6m.

By the end of the MTFS period, 2029/30, the Council's total investment in Nuplace and Telford & Wrekin Homes will be £169.1m since Nuplace was established, 1 April 2015

18.4 The Council's Growth Fund, which has now operated for 10 years and:

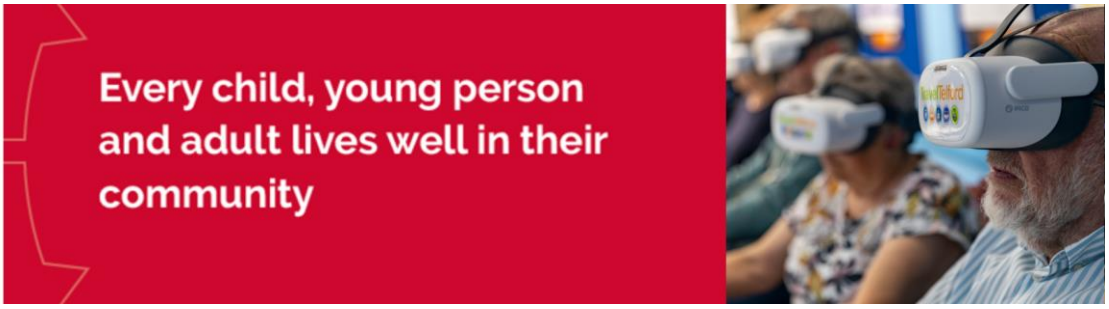
- Enables the Council to provide land, build and lease bespoke properties and offer full turnkey solutions, and continues to drive a high number of investment enquiries drawing in new investors.
- The Fund in conjunction with locally retained profit share from the Telford Land Deal, and Local Regeneration Fund Grants has additionally supported a range of public sector development schemes. This includes the wider development within Telford Town Centre at Station Quarter. This investment will support the delivery of enhanced access routes and high-quality public realm across the area and the new 4000sqm (43,055sqft) Digital Skills and Enterprise Hub (The Quad) accommodating a coordinated offer for both education and flexible space for new businesses.
- The £136.1m investment to date through the Growth Fund will deliver an ongoing return, including additional business rates income, 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.

18.5 The proposed Capital Programme will also see:

- Over £103m for transport and Highways which includes equipping the Council to repair more potholes with the Find it Fix it crews whose targeted approach has resulted in a 15% reduction in the number of potholes in the last four years,
- Over £41m for education capital projects with investment in school expansion projects to increase pupil places, including additional SEND places
- Over £5.5m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper, disabled facility grants and temporary accommodation.
- £16.3m for Leisure & Cultural Schemes including a new swimming pool, new gym equipment and amphitheatre improvements,
- Over £56m Local Regeneration Fund including Towns Fund investment in Oakengates and Wellington and Levelling Up funding for Station Quarter and the Theatre,
- Over £22m Pride in Place Programme to build stronger communities, create thriving places and drive regeneration with investment in the Woodside, Sutton Hill and Brookside areas.

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



18.6.1 **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.

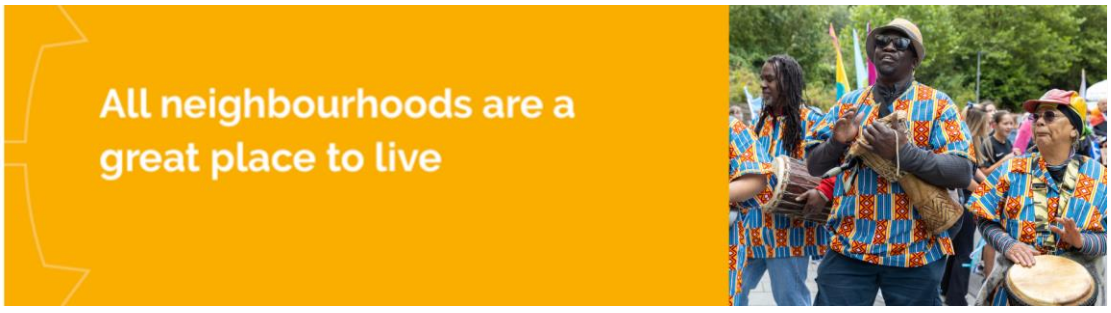
Capital	Total £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
School Schemes	41,050	17,985	3,249	19,816	
Other Schemes	4,907	3,772	593	542	
Total	**45,957**	**21,757**	**3,842**	**20,358**	



18.6.2 **Everyone benefits from a thriving economy**

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

Capital	Total £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
Property Investment Portfolio / Growth Fund	59,930	15,831	24,636	12,436	7,000
Local Regeneration Fund	56,691	19,911	29,780	7,000	
Pride in Place Programme	22,600		2,260	2,260	18,080
HCA Land Deal	532	402	130		
Other Schemes	1,220	200		1,020	
Total	**140,946**	**36,344**	**56,806**	**22,716**	**25,080**



18.6.3 **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	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
Nuplace - Housing Investment	72,925	25,718	17,591	16,616	13,000
Affordable Housing Programme	16,142	3,396	5,746	7,000	
Highways & Transport	103,468	16,761	17,507	21,752	47,448
Playing Pitch Investment	3,015	2,515	500		
Leisure & Cultural Schemes	16,312	2,146	7,501	6,665	
Environmental Improvements & Enhancements	1,933	733	300	300	600
Pride in Your High Street	2,370	665	385	1,320	
Housing Schemes	749	280	469		
Other Schemes	2,294	1,794	500		
Total	**219,208**	**54,008**	**50,499**	**53,653**	**61,048**

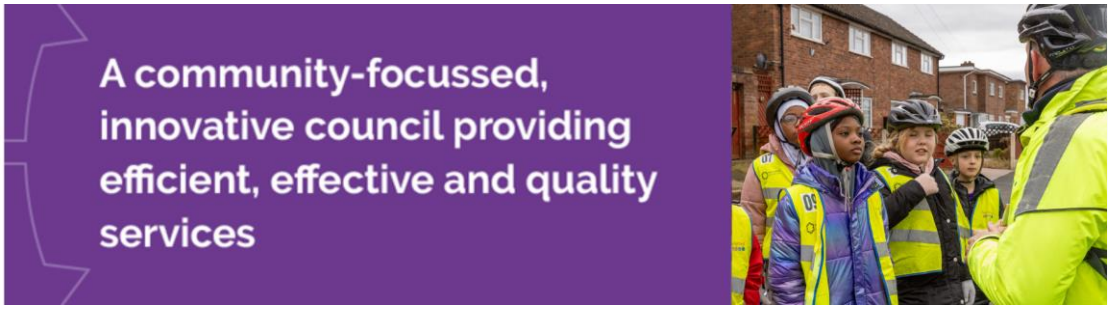


18.6.4 **Our natural environment is protected, and the Council is taking a leading role in tackling the climate emergency**

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 it services but also through local planning policy.

Capital	Total £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
Climate Change	774	266	508		
LED Lighting Invest To Save	348	348			
Local Electric Vehicle Infrastructure	1,596	678	408	510	
De Carbonisation Schemes	1,029	1,029			
Flood Defence	804	700	104		
Total	**4,551**	**3,021**	**1,020**	**510**	



18.6.5 **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	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
Asset Management Plan	3,389	589	700	700	1,400
ICT Investment	14,059	5,794	2,814	1,651	4,000
Efficiency Capitalisation	4,489	1,500	164	625	2,000
Capital Investment Fund	1,000			1,000	

Capital	Total £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 & Later Yrs £'000
Other Schemes	2,922	1,304	473	381	764
Total	**25,859**	**9,187**	**4,151**	**4,357**	**8,164**

19.0 Council Tax

19.1 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 8 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 £1,613.67). The average Council Tax at Band D in the Midlands region is around 19% higher than in Telford & Wrekin. At Band D, council tax in Telford & Wrekin is lower than our nearest neighbours by £193.00 for Shropshire Council, £206.35 for Staffordshire County Council and £574.91 for Walsall Council.

19.2 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 63 unitary authorities being £299.19 less pa than the average for unitary authorities of £1,912.86 which is 18.5% higher than our level at Band D.

19.3 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. 59.0% of total chargeable dwellings in Telford & Wrekin are in these two bands, compared to the average across all unitary authorities of just 47.9%. 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.

19.4 Despite the significant withdrawal of Government grant from the Council over the last 11 years, the Council has worked hard to keep Council Tax in Telford & Wrekin as low as possible recognising the financial pressures that our residents face despite the Government's deliberate and sustained policy of shifting the cost of funding local government services away from grants from central government and on to council taxpayers. The LGA have said "*the LGA has continually highlighted that council tax rises – particularly the adult social care precept – have never been the solution to the long term pressures faced by councils. This is particularly the case for social care where increases in costs and demand do not align with capacity to raise council tax. Increasing council tax raises different amounts of money in different parts of the country, unrelated to need".*

19.5 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. It is therefore proposed to increase council tax by a total of £1.20 per week (based on Band B), including the Adult Social Care precept, for 2026/27 in line with the Government's assumptions. All of the additional income generated which will amount to around £4.7m will be used to fund additional investment in social care services to support the most vulnerable people in our community. The 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 £1.20 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.

20.0 Base Budget, Balances and Contingencies

20.1 Base Budget

20.1.1 A summary of the Base Budget position is included at Appendix 7 which shows a net base budget of £234.3m for 2026/27 which will be restated after final decisions have been taken on the savings and investment proposals contained in this report. Assuming a council tax increase of £1.20 per week (for average Band B) for next year and that all the savings put forward are agreed there is no requirement for the use of balances at present in 2026/27. Appendix 8 includes an analysis of the main changes in moving from the 2025/26 budget to the 2026/27 base budget.

20.2 Balances

20.2.1 Appendix 5 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.

20.2.2 The Government has extended the temporary ability to fund the one-off costs of service reform projects from new capital receipts. Taking advantage of this opportunity offered by the Government will result in higher levels of debt than would otherwise have been the case and therefore higher debt charges as all capital receipts would otherwise be used to fund planned capital projects. However, whilst the debt charges are ongoing, they will be more than offset by the ongoing savings generated from the invest to save measures. To take advantage of this flexibility Full Council would need to approve an updated "Efficiency Strategy" which will be included in the Service & Financial planning report to be considered at Cabinet in February. This flexibility is in place until March 2030. In addition to this flexibility, the Council also holds some specific

funds to support service transformation. Currently there are uncommitted balances in the Severance fund and the Invest to Save Fund totalling £0.6m which are available to support restructure savings and the delivery of future savings.

20.2.3 Given the exceptionally high level of uncertainty over the Council's medium term financial position as previously highlighted in this report, it is important to retain as much flexibility as possible by limiting the use of available one-offs until the medium-term position becomes clearer. The level of usable one-offs gives a good level of comfort that the proposals contained in this report are financially robust given the projected levels of spending in Adult Social Care in 2026/27 have been fully allowed for in the proposed budget.

20.3 Risk Management and Financial Resilience

20.3.1 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. The Autumn Budget and Policy Statement in November did confirm that the Government is committed to reforming the approach to local government funding so that it reflects an up-to-date assessment of a need and local revenues through the Fair Funding Review 2.0. The multi-year settlement in December which included the impact of the Fair Funding Review will help financial planning through to 2028/29. As an organisation that provides a vast range of essential services to the community and spends over £600m per annum financial resilience and risk management are very important considerations when agreeing our MTFS.

20.3.2 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 17 years and has consistently received an unqualified audit opinion from its external auditors

✓ The Council has successfully delivered £195.3m 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, £15.8m additional net investment in Adult Social Care and £2.7m in Children's Safeguarding & Family Support has been allowed for in 2026/27
- ✓ Provisions are included in the accounts where required, to safeguard against potential costs, for example for bad debts and appeals against NDR valuations.

- **Strong and Effective Financial Management**

- ✓ A robust risk based financial monitoring regime is in place to identify any adverse variances early so that corrective financial management action can take place. Additional in year savings targets have been delivered when necessary to meet service pressures.
- ✓ A strong and proactive financial management approach is adopted by budget holders supported by their nominated finance officer.
- ✓ The Council retains a good level of reserves and balances for the medium-term strategy.
- ✓ Continuous 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 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.
- ✓ The Capital Programme is monitored regularly with regular updates taken to Cabinet and Full Council, together with approval of new allocations and slippage into future years.

- **Reserves & Balances**

- ✓ The Council has General Fund and Special Fund balances as a safeguard against unforeseen costs as well as earmarked reserves and provisions for specific purposes. The Council's main Budget Strategy Reserve has an uncommitted balance of £21.7m and remains available to support the medium-term financial strategy.
- ✓ In extreme emergency circumstances, general balances and some other funds that have been set-aside for specific purposes could be used and then replaced as part of a future strategy.
- ✓ Contingencies have been built into the revenue budget: A general contingency of £3.95m in 2026/27 is held within the corporate core with a further £3.5m 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 2025/26 income streams from Nuplace are projected at £2m after covering all additional costs and the net additional income from the Property Investment Portfolio boosted by benefits from the Telford Growth Fund is projected to exceed £10.3m.

- **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.

20.3.3 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.

20.4.0 Inflation Assumptions and Contingencies

20.4.1 The Council's budget model for future years includes an allowance for pay awards of around 3.2% for 2026/27 and 2% per year thereafter. However, the precise impact of pay awards may vary from national headline rates if further lump sum, as opposed to across-the-board percentage, pay awards are made in future years as was the case for the April 2022, April 2023 and April 2024 pay awards. After many years of considerable pay restraint which have seen the pay of council employees cut in real terms by over 23% compared to CPI 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.

20.4.2 Provision for contractually committed inflation increases (for example contracts for the waste collection and disposal and environmental maintenance) has been made.

21.0 Education Funding – Dedicated Schools Grant

21.1 Dedicated Schools Grant (DSG) in 2026/27 will be allocated using four blocks:

21.2 **Schools Block** - funding for all mainstream primary and secondary schools via a local funding formula, although the Government is moving towards a nationally determined funding formula by gradually reducing the scope for local authorities to depart from DfE modelled allocations to individual schools. For several years T&W, with the agreement of the school's forum, has mirrored the national funding formula as closely as possible, so this process has little impact on our funding formula.

21.3 The amount in the block for Telford & Wrekin for 2026/27 is £186m. The like for like increase per pupil is just over 2%.

21.4 This Schools Block now includes equivalent sums for the previously separate School Budget Support and National Insurance grants. It also includes growth funding of £0.7m (for schools with significant growth in pupil numbers or newly opened). However, it does not include any "exceptional" funding for joint use leisure facilities.

21.5 For many years, Telford & Wrekin Council (along with a number of other councils) had received this funding for joint use facilities. These exceptional factors resulted in additional DSG being allocated to the Schools Block, over and above the amounts allocated via the DfE's funding formula. For financial year 2024/25 this amounted to £0.648m across 3 joint use sites. It reduced to £0.233m in 2025/26 and has now entirely ceased. These funds were used for the provision of swimming and other sporting activities at joint use sites in the Borough, located at Oakengates Leisure Centre, Stirchley Recreation Centre and Shortwood Pool. The council does not have the financial resources to replace the remaining lost funding but has engaged in discussions with schools at the affected sites in order to ensure continuing provision of leisure facilities for schools and local communities.

21.6 **High Needs Block** - funding for Special Educational Needs (SEN) placements and support, special schools, pupil referral units and other alternative provision. The amount allocated in this block for 2026/27 was £42.2m. Whilst this represents an increase of £2.5m compared to 2025/26, the cash increase is only due to previously separate grants being added into the block, in a similar way to the Schools Block described above. Like for like there is no increase to 2025/26 funding.

21.7 High needs will remain an area of significant financial pressure both nationally and in Telford & Wrekin, due to the upwards trend in the number and complexity of children and young people with high needs. The government is due to release a White Paper covering the future of SEND provision, in early 2026, including measures to stabilise the financial position. It appears likely that funds that otherwise would have been used to increase the high needs block will instead be allocated to support the "reforms" arising from the White Paper.

21.8 In Telford & Wrekin, services are already working to make local provision both educationally and financially sustainable, in particular by supporting mainstream schools to be as inclusive as possible. However, the authority had

a DSG deficit of £4.6m at the end of 2024/25, due to high needs pressures and the current forecast anticipates that there will be a significant increase in this deficit by the end of 2025/26.

21.9 The government amended finance regulations, such that any DSG deficit is ring-fenced away from the Council's general fund position until 31 March 2028. On 9 February 2026 the government announced that 90% of local authorities' DSG High Needs deficits accrued to the end of 2025/26 would be funded from a High Needs Stability grant which will be paid in the Autumn 2026. This is subject to authorities submitting and securing the DfE's approval of a local SEND reform plan. For deficits that arise in 2026/27 and 2027/28 the government have said they will "take an appropriate and proportionate approach". Local authorities will need to fund any residual deficit remaining when the statutory override ends on 31 March 2028. From 2028/29, SEND spending will be covered by the overall government DEL budget, meaning local authorities are not expected to fund future SEND costs from general funds, once the statutory override ends.

21.10 **Early Years Block** - funding for free entitlement provision for children from nine months old to four years old. Publicly funded provision has significantly increased in recent years:

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

- From September 2024, working parents of children from nine months old have been entitled to 15 hours per week of free childcare.

- From September 2025 working parents of children from nine months old have been entitled to 30 hours per week of free childcare.

21.11 This increased provision was reflected in the allocation of DSG for 2026/27 which is estimated at £35.5m compared to £30.6m in 2025/26.

21.12 **Central School Services Block (CSSB)** –funding for Local Authority central services, which in the main are statutory. Due to the inclusion of funding to cover the additional costs of employer's national insurance for centrally employed staff, the provisional allocation for 2026/27, £1.57m, is substantially higher than the original allocation for 2025/26 of £1.2m, although this was supplemented in-year by the additional funding to cover national insurance costs. 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 to use the CSSB for central services costs, despite the services being statutory. In addition to the CSSB, representatives of maintained schools on the Schools

Forum are asked to de-delegate additional funds, (£0.4m in 2025/26) to cover costs of statutory services that apply only to mainstream schools.

21.13 Significant additional funding is also allocated to schools via the pupil premium grant (PPG). £13.2m was allocated to Telford & Wrekin schools via PPG in 2025/26. The amount of 2026/27 funding has not yet been published, but the rates per pupil have increased compared to 2025/26, from £1,075 to £1,100 for eligible primary pupils, from £2,630 to £2,690 for eligible secondary pupils and from £2,630 to £2,690 for children currently or previously looked after.

22.0 Community Engagement and Communication

22.1 Building on our established approach, we will continue to work collaboratively with community groups and with Town and Parish Councils to explore sustainable alternative models of service delivery. Engaging directly with residents and local partners enables us to identify solutions that reflect community needs and strengthen local resilience. We will also continue working closely with partners and service users, including experts by experience, to help shape service options in areas where potential changes may affect residents.

22.2 The 2026/27 budget engagement process set out the key changes to planned expenditure and highlighted proposed areas of new investment, asking people to give their views on our overall approach.

22.3 For any specific proposals, our consultation approach will prioritise early and constructive engagement with residents, partners, and community organisations throughout the year. This will be to identify opportunities for collaboration and to understand potential impacts on communities where applicable. We will build on this work throughout the year, supporting those who wish to contribute to the development of alternative and sustainable service solutions in future.

22.4 The four-week budget engagement period ran from Wednesday 7 January 2026 to Tuesday 3 February 2026. The Council's MTFS was published on the website and supported by a programme of social media and wider media communications. This included clear messaging about the proposed Council Tax increase of £1.20 per week, for the average Band B property, incorporating the Adult Social Care Precept.

22.5 We sought people's views on the 2026/27 budget proposals through the following activity:

- **Stakeholder discussions:**
  Two online engagement sessions were held in January with Town and Parish Councils, voluntary and community sector organisations, and local businesses. Discussions largely focused on grass-cutting and environmental maintenance matters, potential devolution of services to local councils, and investment in Youth Services.

- **Communications campaign:**
  A coordinated communications programme included media releases, social media activity, an updated budget webpage, and direct email communications. Press releases were carried widely, with coverage from the Shropshire Star, BBC Online, and Telford Live. Key topics included the overall budget proposals, the Homes for Veterans scheme, investment at Priorslee Campus, Telford's position as a UK business hotspot, and plans to increase the number of grit bins across the borough. On social media, posts on Facebook and LinkedIn generated 223 likes, 376 link clicks, 40 shares/reposts, and a reach of 41,000 people to date.

22.6 As outlined above, communication of the Council's MTFS proposals represents the start of a more in-depth engagement process that will continue throughout the year. Feedback from partners will support collaborative work as specific service proposals are developed. Our joined-up approach to equality and consultation will ensure that residents are engaged appropriately in relation to any proposed changes to the delivery of Council services.

23.0 Feedback from Scrutiny

23.1 The Council's Business & Finance Scrutiny Committee is a politically balanced committee of six non-Executive elected members. The Committee is the main mechanism by which feedback from Scrutiny is provided to Cabinet on the annual budget proposals.

23.2 The Committee held a meeting on 15 January 2026 at which scrutiny was given to the Medium-Term Financial Strategy 2026/27 to 2029/30 (MTFS) agreed by Cabinet for consultation on 6 January 2026. This followed a workshop on 6 January 2026 at which Scrutiny was given the opportunity to learn more about key areas of the budget and potential pressures and was able to ask questions in this regard. An alternative budget was not put forward by either opposition group or any independent members.

23.3 The Committee would like to thank the Cabinet Member for Finance, Governance & Customer Services, the Chief Executive and the Director: Finance, People & IDT for their presentations and participation in answering questions to assist the Committee in its deliberations.

23.4 Upon putting it to a vote, the Committee recognised that, whilst the provision of a multi-year settlement from government marked an improvement on previous years, the financial landscape for local government remained challenging due to sustained pressures in areas such as Adult Social Care.

23.5 Whilst the Committee voted to support the budget approach being taken, there was recognition that each group may have chosen to focus their priorities in different ways. In particular, the Committee made the following observations:-

a) The Committee supported the proposed council tax rise for 2026/27 which would equate to £0.72p per week general council tax increase for an average Band B property and £0.48p per week for the Adult Social

Care precept increase. Members noted that the additional £4.7m in Council Tax generated would be fully invested in the provision of social care services for the most vulnerable members of the community.

b) The Committee recognised the significant demographic challenges facing the Borough as a result of the 14.9% increase in population between 2014 and 2024, the substantial rise in older people requiring complex care and the continued pressures faced across hospital discharge pathways and system-wide demand. Members recognised the need to make provision for this through the proposed budget with further investment of £15.8m into Adult Social Care and £2.7m into Children's Safeguarding.

c) Members recognised that £195.3m in savings had been delivered since 2010 in response to sustained reduced Government funding with an anticipated £19.1m of further ongoing savings to be delivered by the end of 2028/29.

d) The Committee welcomed the introduction of the first multi-year settlement in over a decade which includes £3.4bn of additional funding allocated at the spending review and will result in an 8.8% increase in core spending power in 2026/27 for Telford & Wrekin Council, whilst also providing increased stability for medium-term planning.

e) Members noted the improved Revenue Support Grant position for 2026/27, and the impact of the Fair Funding Review, Business Rates reset and the consolidation of more than 30 grants into 4 new funding streams. Despite the uplift, the Committee recognised that the Council would remain reliant on locally raised income, predominantly through council tax and business rates.

f) Following its introduction in 2025/26, the Committee welcomed the continuation of the £3m Recovery grant and the additional funding as part of the multi-year settlement for Adult Social Care of £150m for 2026/27, £250m for 2027/28 and £500m for 2028/29.

g) The Committee was supportive of the investments proposed in the budget which included £103m for transport and highways schemes, £41m for education capital projects, £56m for local regeneration projects and £22m for the pride in place programme.

h) The Committee highlighted the potential impact of the business rates revaluation noting the national concerns in relation to the hospitality sector. Whilst noting that business rates are settled nationally, Members welcomed transitional protections which would be in place for businesses who may experience notable increases and reassurances provided by

officers that any loss in retained income would be offset through compensatory grant mechanisms.

i) The Committee welcomed the Council's most recent audit which identified no concerns in respect of the Council's financial position or governance. Members noted that previous peer reviews had found the Council to be well-led, financially resilient and delivering value for money services resulting in effective outcomes for residents as well as the Council currently being the LGC Council of the Year.

j) The Committee was pleased to see that the Council had continued to develop the income generating schemes such as Nuplace which provides high-quality homes for rent whilst also providing additional income. Members noted that Nuplace seeks to secure best value of services procured from external providers, bringing in further investment, skills and job opportunities for the Borough.

k) The Committee noted the council tax position remaining the lowest in the Midlands for Band D properties.

l) Members acknowledged the Council's continued robustness around the MTFS which, for 2026/27, included a general contingency of £3.95m and an inflation contingency of £3.5m with a budget strategy reserve of just over £21m to support in responding to any significant unforeseen challenges. They also recognised that the Council had fifteen consecutive years of closing the accounts within budget with an unqualified audit opinion.

24.0 Strategic Risk Register

24.1 As an organisation which provides a very wide range of different services to the community and spends revenue and capital resources in excess of £600m pa, the management of risks is an important consideration in the budget setting process. The Council has a strategic risk register – included at Appendix 13, 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 the Senior Management Team to manage risks and mitigate potential exposures both as part of everyday business and as part of decision-making processes and is also reviewed by the Council's Audit Committee.

25.0 Pay Policy

25.1 The pay policy statement for 2026/27 is included at Appendix 16. The Localism Act 2011 required local authorities to produce an annual Pay Policy Statement. The Act requires the statement to detail the Council's policies in respect of remuneration at various tiers within the Council. The Act does not apply to local authority schools.

25.2 The purpose of these provisions is to provide transparency with regard to the Council's approach to setting the pay of its employees by determining:

- The methods by which pay is determined.
- The details and level of remuneration of its most senior staff
- The Committees responsible for ensuring consistent application of the provisions set out in the Statement.

25.3 The Council's Pay Policy Statement details:

- pay negotiation bodies.
- initial allocation of pay points.
- lowest paid employees and the ratio comparison with the highest paid officers.
- senior management remuneration
- the recruitment of chief officers
- additions to chief officers pay.
- termination payments
- where accountability and responsibility lies.

26.0 Council Tax Reduction Scheme

26.1 Each year Full Council is required to approve the Council's Council Tax Reduction Scheme for working age residents. Significant changes were made to the scheme in 2020/21. As was the case for 2025/26 there are no proposed changes to the scheme for 2026/27 except for up-rating of amounts within the scheme. The Council also has a Council Tax Reduction Hardship Assistance fund and policy which is to continue during 2026/27. Details of both the Council Tax Reduction Scheme and the Council Tax Reduction Hardship Assistance Policy are included in Appendix 16.

27.0 Next Steps & Timetable

27.1 Once the MTFS has been approved by full Council on 26 February 2026 and the Council Tax resolutions have been approved, it will be imperative that considerable resource is devoted to rigorous financial management and monitoring by all managers and budget holders. All managers need to effectively and proactively manage their budgets. Managers have a key role in the financial management of their services through use of the ERP (Agresso) financial management system and appropriate training to facilitate and support this continues to be made available.

27.2 The Council faces many financial challenges. As well as exercising tight financial control and effective financial management, managers and Cabinet Members will continue working together to identify further savings and opportunities for additional income to bridge the anticipated budget shortfalls currently projected over the medium-term. Developing options for consultation will involve discussion with partner organisations, service users and the community.

28.0 Previous Minutes

- Full Council 27 February 2025 - Medium Term Financial Strategy 2025/26 – 2028/29
- Cabinet 6 January 2026 – Medium Term Financial Strategy 2026/27 – 2029/30
- Full Council 23 January 2026 – Setting the Council Tax Base for 2026/27
- Audit Committee 28 January 2026 – 2026/27 Treasury Management Strategy and Treasury Update Report
- Cabinet 12 February 2026 – Medium Term Financial Strategy 2026/27 – 2029/30

29.0 Alternative Options

29.1 This report sets out proposals for how the resources available to the Council could be used during 2026/27. Cleary 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 £195.3m 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.

29.2 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 2026/27 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.

29.3 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 12 February 2026 before final decisions are taken at full Council on 26 February 2026.

30.0 Key Risks

30.1 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.

30.2 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 under £4.4m and an uncommitted balance in the Budget Strategy Reserve of £21.7m.

30.3 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 17 years.

31.0 Council Priorities

31.1 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 4 details the service strategies for each directorate and includes an analysis of the revenue budget used to support the activities of each directorate. The service strategies also detail how each directorate contributes towards the delivery of the Council's corporate priorities.

32.0 Financial Implications

32.1 This report sets out the Council's proposed MTFS for the period commencing April 2026. The financial impacts are detailed throughout the report.

33.0 Legal and HR Implications

33.1 This report develops the proposals for the Council's budget and policy framework which will be consulted upon in accordance with the Policy Framework & Budget Procedure Rules contained in the Constitution. In accordance with the relevant provisions of the Local Government Finance Act 1992, the Local Government Housing Act 1989, the Local Government Act 2003 and the Localism Act 2011, the Council has to set a balanced budget for 2025/26 before the 11 March 2026 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.

34.0 Ward Implications

34.1 Borough-wide impact.

35.0 Health, Social and Economic Implications

35.1 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.

36.0 Equality and Diversity Implications

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

36.2 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.

36.3 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.

36.4 Public consultation took place between 7 January 2026 and 3 February 2026. The proposals contained in the report were also subject to Member scrutiny during this period. Final proposals will be considered by Cabinet on 12 February 2026 who will make recommendations to Full Council on 26 February 2026. The final agreed recommendations will be implemented during 2026/27 and future years.

37.0 Climate Change and Environmental Implications

37.1 The revenue budget and capital programme include specific funding to support climate change initiatives, including capital funding of £4.5m 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.

37.2 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.

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

38.0 Background Papers

- Local Government Association 2025 Autumn Budget: LGA Briefing – 23 October 2025
- Local Government Association Statement on Autumn Budget 26 November 2025

- LG Futures 2025 Autumn Budget 2025
- LG Futures Policy Statement: 2026/27 local government finance settlement 20 November 2025
- LG Futures Provisional Local Government Finance Settlement 2026/27 and illustrative figures to 2028/29
- LG Futures Final Local Government Finance Settlement 2026/27 and illustrative figures to 2028/29
- MHCLG Provisional Local Government Finance Settlement 2026/27 to 2028/29 consultation summary of responses
- Medium Term Financial Strategy Report 2025/26 to 20228/29 – Full Council 28 February 2025
- ONS Mid-Year Population Estimates 2025

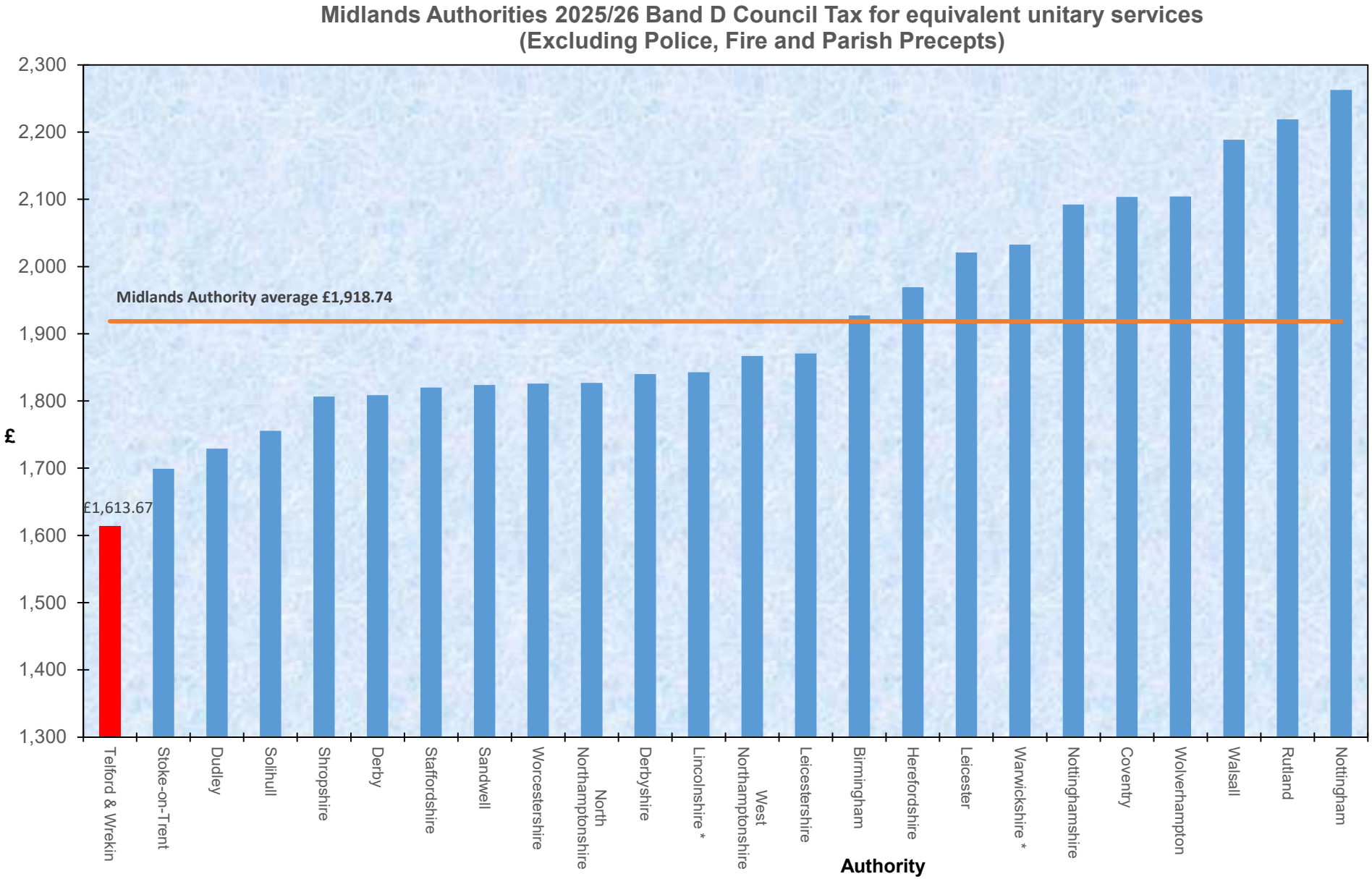
39.0 Appendices

1	2025/26 Council Tax Comparison (at Band D) – Midlands Councils
2	2025/26 Council Tax Comparison (at Band D) – Unitary Councils
3	Savings Delivered to Date
4	Service Strategies and Budgets 2026/27
5	Reserves and Balances
6	Infrastructure Funding Statement
7	Base Budget 2026/27
8	Analysis of Base Budget Movements
9	Savings List 2026/27
10	Children's Safeguarding & Early Help Continuous Improvement Plan
11	Adult Social Care Continuous Improvement Plan
12	Efficiency Strategy 2026/27
13	Strategic Risk Register
14	CFO's Robustness Statement
15	Council Tax Reduction Policy
16	Pay Policy Statement 2026/27

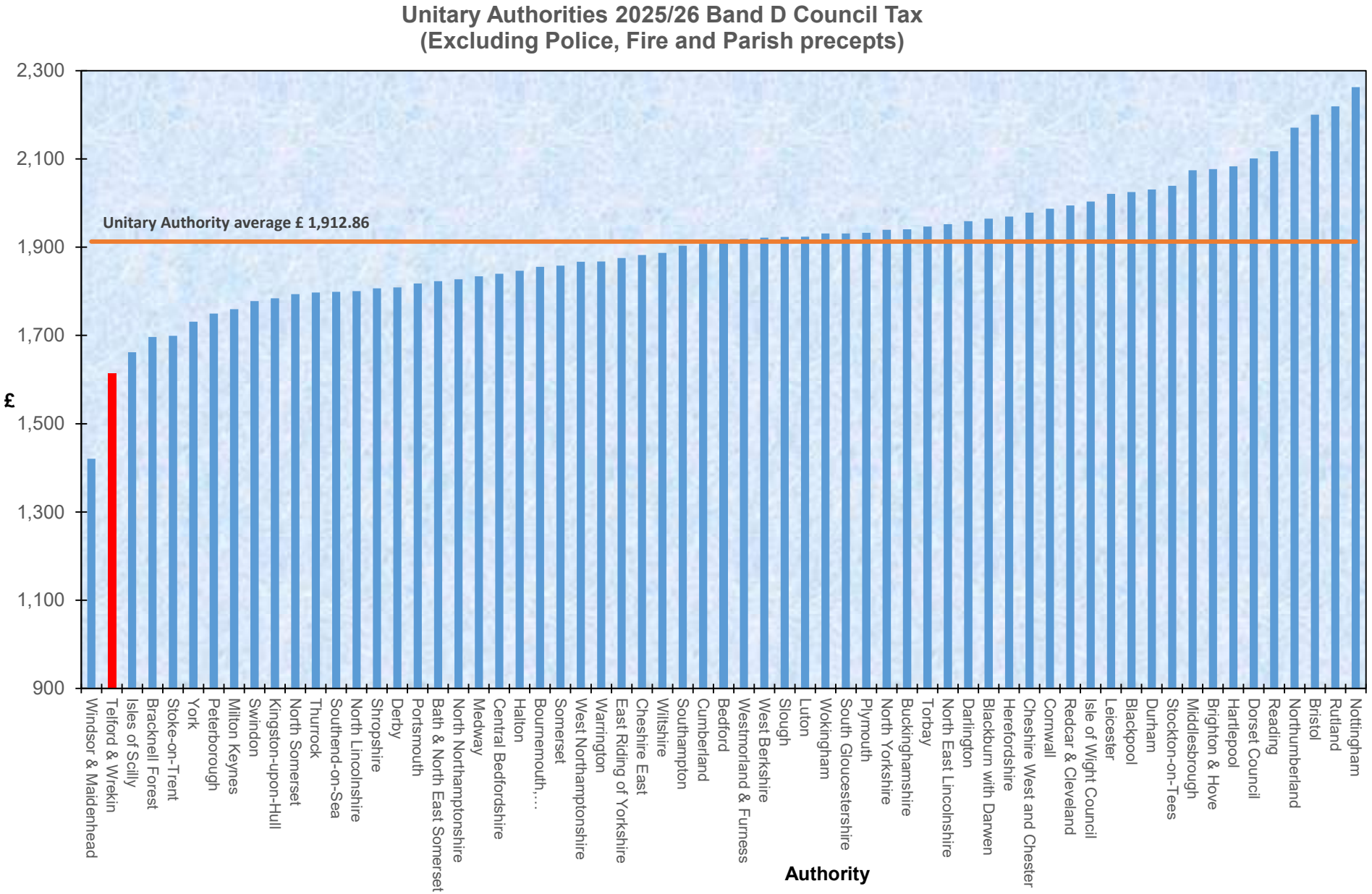
40.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	28.11.25	01.12.25	RP
Finance	28.11.25	01.12.25	MLB

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Midlands Authorities 2025/26 Band D Council Tax for equivalent unitary services
(Excluding Police, Fire and Parish Precepts)
2,300
2,200
2,100
2,000
1,900
1,800
1,700
1,600
1,500
1,400
1,300
£
Midlands Authority average £1,918.74
£1,613.67
Telford & Wrekin
Stoke-on-Trent
Dudley
Solihull
Shropshire
Derby
Staffordshire
Sandwell
Worcestershire
North Northamptonshire
Derbyshire
Lincolnshire *
West Northamptonshire
Leicestershire
Birmingham
Herefordshire
Leicester
Warwickshire *
Nottinghamshire
Coventry
Wolverhampton
Walsall
Rutland
Nottingham
Authority

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Unitary Authorities 2025/26 Band D Council Tax
(Excluding Police, Fire and Parish precepts)
Unitary Authority average £ 1,912.86
£
2,300
2,100
1,900
1,700
1,500
1,300
1,100
900
Authority
Windsor & Maidenhead
Telford & Wrekin
Isles of Scilly
Bracknell Forest
Stoke-on-Trent
York
Peterborough
Milton Keynes
Swindon
Kingston-upon-Hull
North Somerset
Thurrock
Southend-on-Sea
North Lincolnshire
Shropshire
Derby
Portsmouth
Bath & North East Somerset
North Northamptonshire
Medway
Central Bedfordshire
Halton
Bournemouth,...
Somerset
West Northamptonshire
Warrington
East Riding of Yorkshire
Cheshire East
Wiltshire
Southampton
Cumberland
Bedford
Westmorland & Furness
West Berkshire
Slough
Luton
Wokingham
South Gloucestershire
Plymouth
North Yorkshire
Buckinghamshire
Torbay
North East Lincolnshire
Darlington
Blackburn with Darwen
Herefordshire
Cheshire West and Chester
Cornwall
Redcar & Cleveland
Isle of Wight Council
Leicester
Blackpool
Durham
Stockton-on-Tees
Middlesbrough
Brighton & Hove
Hartlepool
Dorset Council
Reading
Northumberland
Bristol
Rutland
Nottingham

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APPENDIX 3 - SAVINGS ALREADY DELIVERED

The Council has faced truly unprecedented cuts to its grants from central Government which have now forced us to make ongoing annual savings of £195.284m. The need for savings has increased each year due to Government grant cuts, inflation, increasing demand for social care services and other services and other pressures. Ongoing savings delivered by year are detailed below:-

	£m	
2009/10	4.156	
2010/11	6.725	
2011/12	11.659	
2012/13	19.069	
2013/14	11.306	
2014/15	17.204	
2015/16	10.237	(Includes in-year cut to Public Health grant)
2016/17	15.743	
2017/18	13.815	
2018/19	7.568	
2019/20	6.066	
2020/21	2.860	
2021/22	7.284	
2022/23	7.221	
2023/24	15.972	
2024/25	24.773	
2025/26	13.626	
	195.284	

This is equal to around £2,300 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:-

1. **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).

2. **Senior managers**
   - Reduced the size of the senior management team by more than 50% from 28 posts, to 13.

- Cut the number of middle managers by almost 50%.

3. **Back office costs**
   - Cut back-office costs by over 57% since 2009, saving £17.1m 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.

4. **Buying better value services**
   - Delivered £17.5m procurement savings over the past 17 years by renegotiating and re-tendering contracts for the provision of services.

5. **Additional Income**
   - We will receive just over £2m in 2025/26 from the New Homes Bonus paid by the Government to reward councils for increasing housing supply which is in line with figures issued as part of the local government finance settlement.
   - Increased income from more commercial approaches across our services over recent years, including increasing income from schools outside of Telford & Wrekin.
   - As outlined earlier in this report, a strand of our approach to dealing with the Government's cuts to our Revenue Support Grant has been to increase income including through schemes that deliver wider benefits to the Borough such as regeneration of brown field sites, attracting new and retaining existing jobs. This additional income, after covering associated marginal costs makes a contribution to our fixed costs and has reduced the cuts to front line services that we would otherwise have to make.
   - Income streams include the overall positive impact to the Council from our investment in high quality homes for private and affordable rent through our wholly owned company, NuPlace, which is projected at £2.0m in 2025/26 after covering all additional costs. NuPlace Ltd profit before tax was £0.687m in 2024/25.
   - 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 £10.3m in 2025/26.
   - 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.

6. **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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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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.



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

About us

Working with people and partners, Adult Social Care supports:

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

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

Service vision and priorities

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

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



Meet the team:

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



Clare Hall-Salter, Assurance, Transformation and Financial Management
The service is responsible for Care Quality Commission Assurance, Policies and Strategies, Transformation and Improvement programmes, as well as Performance Management and Quality Assurance. The service also oversees the Brokerage function, Systems Development and Business Support, Digital Transformation and Financial Services including Financial Assessment and Case Management, Direct Payments, Appointeeship and Deputyship,along with Provider Payments service. It provides accessible information and advice about Adult Social Care to our residents. Furthermore, we manage and develop our electronic case recording and financial case management systems, including the training of all users. The service also manages business administration and support.



Sana Qureshi, Admission Avoidance, Hospital and Discharge
The service helps people avoid admission through the Rapid Response Team and facilitates early discharge planning for those with additional care needs via Intermediate Care or Enablement. It manages cases during Intermediate Care/ Enablement through the Telford Integrated Community Assessment Team (TICAT) and supports system-wide urgent care planning and discharge actions.



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



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



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



Charlotte Hambleton, Principal Social Worker
Charlotte leads social work practice across Adult Social Care, maintaining links with external partners to support the Council's vision for Adult Social Care. Charlotte is the operational lead for Care Quality Commission Assurance, leads on assuring quality within practice and embedding the Quality Assurance Framework across ASC. Charlotte is also the lead in Co-production and with the Co-Production Team ensures that the voices of residents are heard, they can drive improvement and shape the future of ASC.



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



Sarah Downes, Making Prevention Real Programme Strategic Lead
Sarah has responsibility to deliver change in order to prevent, delay and reduce people needing formal care and support, improve people's outcomes and enable people to remain independent and enjoying a good quality of life. The programme is key to ensuring the sustainability of Adult Social Care.

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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

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

Co-produced **Carers strategy published** Prioritising support to unpaid carers in Telford and Wrekin'

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

Co-production working in partnership **with people who use Adult Social Care**

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

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

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Adult Social Care directorate.

EXPENDITURE £'000

Capital financing	31
Employees	21,942
Premises	58
Supplies and services	4,439
Support services	3,775
Third party payments	86,723
Transfer payments	8,297
Transport	198
Total EXPENDITURE	**125,464**

INCOME £'000

Interest receipts	–
Fees and charges	50
Government grants	13,655
Other grants, reimbursements and contributions	18,296
Recharges to other services	1,196
Rents	410
Sales	14,493
Total INCOME	**48,099**
NET EXPENDITURE	**77,365**

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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

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

About us

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

Our aims as a service

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

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

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

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



Jo Britton
Executive Director:
Childrens Services and Public Health



Darren Knibbs
Director:
Children's Safeguarding and Family Support



Meet the team:

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

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

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



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

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



Kelly Burgess, Fostering, Adoption and Permanence:

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



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

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

Laura Wood, Children in Care, Leaving Care and Children with Disabilities

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



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

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



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

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

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



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

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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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



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

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

- Reducing the rate of new entrants to care
- Reducing the rate of children in care
- Increasing the number of children reunified to the care of their family without a return to care within one year
- Increasing the percentage of children who cease being looked after due to moving into Special Guardianship Order (SGO), or Care Arrangement Order (CAO)
- Reducing the average number of placement changes children have
- Increasing the number of children living in Kinship Care arrangements
- Increasing the percentage of children living in foster, residential care, or secure children's homes
- Reducing the average time between placement order and match for those children who are adopted
- Increasing the number of adoption early permanence placements
- Reducing the percentage of care leavers in unsuitable accommodation

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

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

- Rate of children in need
- Repeat referrals (within 12 months)
- Percentage of no further action (NFA) at assessment against the percentage of NFA that progressed to assessment within 6-12 months
- Percentage of Child Protection Plans (CPP) longer than 2 years, and repeat CPP (within 12 months)
- Strengths and difficulties questionnaire (SDQ score)
- Hospital admissions or A&E visits caused by unintentional and deliberate injuries to children and young people
- Rates of self-harm
- The number of return home interviews offered and accepted by children who have been missing

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

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

- Number of Family Group Conferences
- Number of Family Conversations

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

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

- Percentage of children open to services taking part in participation and engagement activities
- Number of feedback postcards completed by children and young people that we are working with
- % of Children attending their child in care review

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

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

- Children and young people accessing independent advocacy
- Social work case loads
- Social Worker changes
- Ethnic diversity of workforce, and levels of seniority

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:

- Increase % of care leavers in receipt of leaving care services
- Increase % of care leavers in suitable accommodation
- Increase % of care leavers in education, employment or training
- Increase % 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:

- Increase % of experienced social workers in post
- Reducing % social worker turnover
- Reducing % social worker vacancy rates
- Reducing % of agency staff in post

OUR ACHIEVEMENTS

Recognition and feedback: retaining **Ofsted Outstanding grading** including for achieving outstanding rating for the new area of judgement, the experience and progress of care leavers

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

We have partnered with Foundations as a **Partner Place** working to embed robust evidence at the heard of service design and delivery

kinship telford

We have launched our **local offer for Kinship Carers**

Telford and Wrekin FAMILY HUBS

Further roll out of Family Hubs including our new digital offer

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

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Children's Safeguarding and Family Support directorate.

EXPENDITURE £'000	
Capital financing	301
Employees	20,267
Premises	198
Supplies and services	12,210
Support services	3,684
Third party payments	23,280
Transfer payments	1,847
Transport	344
Total EXPENDITURE	**62,131**

INCOME £'000	
Interest receipts	-
Fees and charges	-
Government grants	3,374
Other grants, reimbursements and contributions	7,152
Recharges to other services	1,274
Rents	38
Sales	412
Total INCOME	**12,250**
NET EXPENDITURE	**49,881**

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.



Jo Britton
Executive Director: Children Services and Public Health

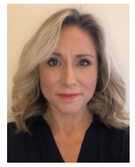


Simon Wellman
Director: Education and Skills

Meet the team:



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



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



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



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



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





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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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



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

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

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

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

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

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

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

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

- Destination data at Key stage 4 and Key stage 5
- Post 16 attainment
- Rate of entry to higher education - (including specific data disadvantaged CYP & SEND?)
- Take up of apprenticeships age 16/17
- Youth Unemployment Annual population survey
- Reduction in NEETs and Not Known
- Job Box services outcomes:
  Employment
  Education and training
  Voluntary work
  Work placements

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

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

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

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

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

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

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

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

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

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

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

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

Over 1,475 additional school places
created over the last five years

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

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

Reading, writing and maths outcomes at the end of key stage two are **above national average**

Reduction in rate of permanent exclusions to well below the national average

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

SERVICE RISKS

1. **Insufficient capacity and funding/investment** to deliver services and income.
2. Further academisation of schools resulting in **loss of business**.
3. **Adapting to the challenges of legislative change** and ensuring appropriate resourcing whilst mitigating any potential loss of income.

The table below shows the revenue budget for 2025/26 for the Education and Skills directorate.

EXPENDITURE £'000	
Capital financing	6,415
Employees	15,333
Premises	316
Supplies and services	3,322
Support services	3,666
Third party payments	142,512
Transfer payments	1,103
Transport	2,612
Total EXPENDITURE	**175,278**

INCOME £'000	
Interest receipts	-
Fees and charges	208
Government grants	152,698
Other grants, reimbursements and contributions	2,363
Recharges to other services	592
Rents	-
Sales	5,109
Total INCOME	**160,970**
NET EXPENDITURE	**14,308**

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Welcome to Finance, People and IDT - Our Service Strategy

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

David Sidaway
Chief Executive



Michelle Brockway
Director: Finance, People & IDT

About us:

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

Meet the team:



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

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

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

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



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



Kirsty King, IDT (Information and Digital Technology)
We provide comprehensive IDT support and services to Telford & Wrekin Council, schools, Town & Parish Councils and the voluntary sector. Our team is dedicated to developing and enhancing digital services, ensuring that our clients have access to the latest technology and support. We also lead the delivery of the Council's Digital Strategy, focusing on innovation and efficiency to improve overall service delivery. By leveraging our expertise and resources, we aim to create a seamless digital experience for all stakeholders, fostering growth and development within the community.



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

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

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



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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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



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

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

- Customer satisfaction and retention of business from external customers
- Meeting internal and external deadlines
- Making correct payments on time

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

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

- Completion of tax base setting (31 Jan)
- Set a balanced budget and Council Tax in accordance with statutory requirements
- Provision of regular financial monitoring reports to Cabinet

Our aim – opportunities for external income will be maximised

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

- Achieve target for external income generation

Our aim – monies owed to the Council will be collected

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

- % of council tax collected
- % of business rates collected
- % of sales ledger collected
- % of housing benefits overpayments collected
- Complete and return monthly VAT claim

Our aim – the organisation will be people-centric

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

- Managing sickness absence
- % of APPD discussions completed
- % of employees who have completed their essential learning
- % of new starter inductions completed within corporate timescales
- Number of management development courses completed per year
- Number of employees accessing coaches
- Number of coaching hours completed per year
- % of employee turnover
- % of exit interviews completed per year
- Number of apprenticeships provided by the Council and schools per year
- Number of higher level apprenticeships completed by the Council and schools per year
- Number of work experience placements completed per year

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

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

- Number of self service options in ResourceLink
- Minimise system downtime
- Investigate and implement AI and automation where possible, streamlining processes and making it easier for the customer to interact with the service.

Our aim – good governance and statutory obligations will be met

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

- Completion of statement of accounts for the Council and Nuplace
- Avoidance of penalties for late submissions and statutory returns
- Financial comment on all Cabinet reports

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

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

- Achieve balanced budget

Our aim – teams will be effective and efficient

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

- Quality monitoring of the service will take place

Our aim – a better borough through digital innovation, providing seemless 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
- No. of residents attending Digital Inclusion sessions across the Borough (including those held by our Partners)

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

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

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

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

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

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

OUR ACHIEVEMENTS

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

Retained key external clients and won new business

Overall average IDT service availability of 99% for the year
Consistently delivered excellent digital services, ensuring reliable access to systems and information

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

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

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

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Finance, People and IDT directorate.

EXPENDITURE £'000

Capital Financing	21,244
Employees	11,534
Premises	71
Supplies and Services	4,287
Support Services	2,363
Third Party Payments	-11
Transfer Payments	-
Transport	32
Total EXPENDITURE	**39,520**

INCOME £'000

Interest receipts	944
Fees and Charges	-
Government Grants	318
Other Grants, Reimbursements and Contributions	307
Recharges to Other Services	13,652
Rents	-
Sales	5,464
Total INCOME	**20,685**
NET EXPENDITURE	**18,835**

Welcome to Health and Wellbeing - Our Service Strategy

Welcome to our Service Strategy, which shows how Health & Wellbeing contributes to the delivery of the Council's programme to 'Protect, Care and Invest to create a better borough' and broader partner strategies. It summarises what we want to achieve in future (our strategic aims) and how we will show we are having an impact (our outcomes and 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 works with communities, other council service areas, and a range of partners, such as the NHS, the police and community and voluntary sector. Our aim is to create more resilient, happier communities to prevent poor health and reduce inequalities. A key focus is scaling up prevention work so that everybody starts well, lives well and ages well, which helps manage demand on children's and adult social care, and in the NHS. We do this through community-centred approaches and collaboration on, the neighbourhood health, community resilience and health protection agendas.

Some of our teams, such as Healthy Lifestyles and Food Health and Safety directly deliver services to the community, whilst the commissioning team lead on ensuring public health services are safe, sustainable, effective, integrated and focused on improving outcomes. Our Health Protection service leads on the protection of our resident's health, from a range of threats by monitoring and management of food safety and infectious diseases. The Resilience team works to ensure that the Council responds appropriately to, and recovers from threats such as a major incidents or emergencies. Our internal health and safety team provides competent health and safety advice, guidance and support for all service areas across the Council.

We are increasingly working across the council and with partners on the:

- good level of development and child friendly priorities of the Children and Young People's Strategy; and
- integrated neighbourhood health programme with the NHS.

Health and wellbeing strategy vision – happier, healthier, fulfilled lives



Vision 2023 ambition – inclusive, healthy independent lives





Jo Britton
Executive Director: Children Services and Public Health



Helen Onions
Director: Health and Wellbeing



Meet the team:

Tony Mercer, Public Health

- Commissions effective, integrated public health programmes and services which improve outcomes for children, young people and adults, with a focus on reducing health inequalities
- Leads whole-system approaches with partners to scale up prevention related to alcohol, drugs and domestic abuse
- Delivers the Council's duties on domestic abuse, alcohol and drug use through the coordination and implementation of strategies with partners to make a difference to the wellbeing of our most vulnerable residents.



Louise Mills, Health Improvement

- Delivers our Healthy Lifestyles Service, working with partners such as Sport England to create places that encourage healthier lives
- Partners with the voluntary and community sector to build capacity for health improvement, scaling up prevention programmes, with a focus on health inequalities
- Leads whole-system approaches to health improvement, and coordinates and develops the neighborhood health programme, through Telford & Wrekin Integrated Place Partnership - TWIPP.



Nicky Minshall, Health Protection

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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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 children achieving a good level of development
- Continuing to improve the effectiveness and reach of our commissioned Healthy 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 blood pressure checks and NHS Health Checks
- Increasing the reach and engagement of our public health messaging via our Healthy Telford social media platforms and campaigns

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

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 – 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 and increasing STI testing
- 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 and management of food and water and safety compliance within the Borough
- Reducing the harm caused by infectious diseases
- Working internally and with partners to protect the health of key at-risk groups such as migrants and homeless people
- Responding to incidents, outbreaks and emergencies in a timely and effective way
- Maximising the uptake of immunisation programmes focussed on narrowing inequalities
- Ensuring our communities are supported and the Council's critical services are maintained during emergencies and subsequent recovery phases
- Working both internally and externally, enabling people to be safe and well at work
- Increasing reach and engagement of public health messaging to protect yourself, your family and your business

OUR ACHIEVEMENTS

922

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

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

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

Health Protection hub dealt with 1023 cases of infectious disease

eatwell

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

1,854 blood pressures checked at 208 community clinic sessions

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Health and Wellbeing directorate.

EXPENDITURE £'000	
Capital financing	-
Employees	2,620
Premises	33
Supplies and services	9,270
Support services	743
Third party payments	75
Transfer payments	-
Transport	12
Total EXPENDITURE	**12,752**

INCOME £'000	
Interest receipts	-
Fees and charges	-
Government grants	10,956
Other grants, reimbursements and contributions	60
Recharges to other services	782
Rents	-
Sales	127
Total INCOME	**11,924**
NET EXPENDITURE	**828**

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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

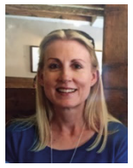
Welcome to our Service Strategy, which shows how Housing, Commercial and Customer Services will contribute to the delivery of the Council's four year programme to 'Protect, Care and Invest to create a better borough'. It summarises some of our recent successes (our achievements), what we want to achieve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

About us:

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



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



Katherine Kynaston
Director: Housing, Commercial and Customer Services

Meet the team:



Lee Higgins, Customer Relationships, Financial Welfare Services and libraries
Responsible for the corporate customer contact centre and improving the customer experience, the Team lead on the deployment of the Council's Customer Strategy across the organization. Managing the benefits service includes responsibility for Housing Benefit, Council Tax Reductions, Free School Meals, Concessionary Travel, Emergency Welfare Assistance and one-off grants, such as the Household Support Fund. The service also operates the Borough's flagship Library at Southwater and provides the infrastructure to support the running of 8 community operated libraries.



Stuart Davidson, Operations
Responsible for borough wide strategic facility planning and the operational management of the 10 council owned sports & leisure facilities and the multi award winning Telford Town Park. Delivering over 41,500 healthy primary school meals per week and an innovative secondary school catering offer and supporting over 50 schools and a range of other partners through the provision of fully managed cleaning, caretaking and site support services. Offering a range of training, sponsorship and advertising opportunities for businesses and for overseeing the co-ordination of the council's services for schools.



Jon Bielstein, Culture
The Culture Service aims to curate vibrant community engagement through diverse headline events and the Telford Theatre programme, fostering cultural enrichment and social cohesion. The team collaborates with artists, schools, and local arts and culture organisations to deliver inclusive, accessible projects. They manage the Telford Theatre's operations, ensuring high-quality performances and audience satisfaction and a vibrant Theatre on Tour programme delivering performances into community venues across the Borough. Currently developing a new culture strategy, this will further support the cultural landscape, promote local talent, and enhance the visitor experience. By celebrating heritage and contemporary arts, they create memorable experiences, support economic growth, and contribute to the community's well-being and cultural vitality.



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

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



Toni Guest, Housing Solutions
Providing advice and support to those presenting as homelessness, ensuring those most vulnerable have access to emergency accommodation.

Supporting clients to access long term accommodation and to develop life skills in order to manage a tenancy long term with the aim to prevent future homelessness. The service provides the property management function for over 600 properties for private and social rent. Delivering grants to support clients to remain living independently in their own home through the installation of adaptations. Overall the service provides a range of housing solutions to support residents to access suitable accommodation in the Borough.



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

The table below shows the revenue budget for 2025/26 for the Housing, Commercial and Customer Services directorate.

EXPENDITURE £'000	
Capital financing	161
Employees	19,888
Premises	382
Supplies and services	6,517
Support services	11,940
Third party payments	649
Transfer payments	49,699
Transport	135
Total EXPENDITURE	**89,370**

INCOME £'000	
Interest receipts	-
Fees and charges	4,692
Government grants	51,961
Other grants, reimbursements and contributions	1,125
Recharges to other services	7,309
Rents	990
Sales	17,130
Total INCOME	**83,206**
NET EXPENDITURE	**6,164**

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

All neighbourhoods are a great place to live

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

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

- Number of Council engagement activities supported per year
- Number of partner engagement activities supported per year
- % of residents who agree that the Council listens to their views
- % of residents who agree that they feel able to influence decisions in the local area

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

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

- Total number of existing VCSE groups supported to progress their existing services/activities
- Total number of community and voluntary groups supported by TWC to start up and deliver provision
- Total number of existing community and voluntary groups supported by TWC to deliver new services or projects for the community
- Total number of training/ workshop sessions delivered
- Satisfaction with volunteering for the Council
- Total number of volunteering opportunities promoted on the Volunteer Telford Website

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

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

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

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

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

- % of residents who agree that their immediate local area is a place where people from different backgrounds get on well together
- % of residents who agree that the Council treats all people fairly
- Number of complaints received by the Customer Experience Team that are based on discrimination or unfair treatment
- Number of complaints received by the Customer Experience Team that are based on accessibility
- Number of hits on the Diversity Calendar

Our aim – better homes will be delivered for all

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

- Bringing 375 long term empty homes brought back into use by 2026
- Working with partners, increase the number of residents receiving support and advice and number of grants accessed by residents to reduce fuel poverty
- Increasing the number of private rented properties inspected both reactively and proactively and ensuring they are free from category 1 hazards
- Increasing the number of Houses in Multiple Occupation (HMO), licensed
- Contributing to the Safer Stronger Communities Programme establishing measures to improve stock condition and landlord practice in target areas

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

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

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

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

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

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

- No of online transactions and online payments
- No of visits to www.telford.gov.uk and other websites
- % of customer enquiries which are successfully handled by our automated assistant

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

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

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

Everyone benefits from a thriving economy

Our aim – tresidents have pride of place

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

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

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

the Council/Borough is carbon neutral by 2030

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

- Reduction in greenhouse gas emissions from Council operations as a result of actions delivered
- Retrofitting Council owned residential accommodation to increase energy efficiency and reduce carbon emissions
- Implementation of measures set out in the Council's Affordable Warmth Strategy

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

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

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

- Delivering a new Framework for Providers of Supported Accommodation
- Increasing the number of successful nominations with our Registered Providers (Housing Associations)
- Directly delivering schemes through our Registered Provider status that meet the needs of our most vulnerable groups
- Improving our customer experience by establishing a single 'front door' for all housing services including supported accommodation
- Increasing the number of disabled facilities grants and wellbeing grants provided to support independent living
- Enabling the development of a range of new specialist and supported accommodation including for older residents, care leavers, those with physical and mental disabilities and roughsleepers

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

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

- Number of homelessness clients prevented from becoming homeless
- Number of clients relieved from homelessness
- Maintaining the number of people provided with help and advice on their housing options
- Reducing average time spent in temporary accommodation for clients the Council has a duty to support
- Delivering the Homelessness Strategy

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

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

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

OUR ACHIEVEMENTS

In 2025 became **first local authority to be awarded Institute of Customer Services 'Servicemark'**

63% reduction in the Council's carbon emissions compared to the 2018/19 baseline

Prevented or relieved 1,000 clients from homelessness and provided advice to over 3,200 residents

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

Bringing **360 long term empty properties back into use**

Securing **external funding to redevelop Telford Theatre**

SERVICE RISKS

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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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.

Awaiting photo

Ross Cook
Executive Director of Place



Dean Sargeant
Director: Neighbourhood and Enforcement Services

About us:

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

Meet the team:



Jas Bedesha, Safer, Stronger and Cohesive Communities

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

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

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

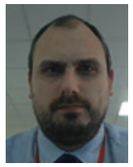


Paul Fenn, Neighbourhood Enforcement

Neighbourhood Enforcement and Anti-Social Behaviour teams use a range of regulatory powers and CCTV to tackle environmental crime, fly tipping, nuisance vehicles, civil parking enforcement and antisocial behaviour.

In some cases enforcement activity is supported by working in partnership with town and parish councils through the Community Action Team to tackle local priorities.

The team also undertake Environmental Protection duties that include air quality monitoring along with noise and dust where cause for concern arises.



Matt Powell, Strategic Transport and Highway Network Management

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

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

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

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



Adam Brookes, Highways, Engineering and Project Delivery

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

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

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



Debbie Germany, Strategic Waste and Neighbourhood Services Performance

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

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

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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better 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
- Decrease the number of fly tips reported to the Council
- Decrease in the number of anti-social behaviour reports to the Council

Our aim – the Borough is well connected and keeps moving

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

- Percentage of A Roads requiring maintenance
- Percentage of B & C Roads requiring maintenance
- Percentage of U Roads requiring maintenance
- Reduction in average delay on 'A' roads
- Number of passenger journeys on Travel Telford bus services
- Increase in percentage of adults walking or cycling at least once a week

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



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

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

- Decrease in recorded crime across the Borough
- Continual increase in percentage of residents who are satisfied with public transport
- Maximising social value commitments from partners

Everyone benefits from a thriving economy



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

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

- Reduction in killed or seriously injured casualties on roads

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:

- The Borough's household recycling rate remains above the national average
- Increase % of total household waste sent for recycling and composting
- Increase in the % of total household waste collected separately as food waste
- Increase the length of new cycleway/ footway across the Borough
- Concentration of PM2.5 will continue to be below national thresholds
- Increase EV charging devices per 100,000 of population

OUR ACHIEVEMENTS

Achieved
1 Green Flag Award
taking our total to eight

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

Launched Reuse shop
has been visited by over
3,600 residents

750,000
passenger trips
completed on Travel Telford bus services

Resolved
85% of statutory nuisance and ASB cases
within 12

Delivered 30th Anniversary of Crucial Crew - engaging
approx. 2,500 Y6 pupils

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Neighbourhood and Enforcement Services directorate.

EXPENDITURE £'000	
Capital financing	7,132
Employees	8,014
Premises	2,188
Supplies and services	3,002
Support services	4,155
Third party payments	24,886
Transfer payments	-
Transport	1,714
Total EXPENDITURE	**51,091**

INCOME £'000	
Interest receipts	-
Fees and charges	863
Government grants	6,109
Other grants, reimbursements and contributions	946
Recharges to other services	5,407
Rents	391
Sales	5,931
Total INCOME	**19,645**
NET EXPENDITURE	**31,446**

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Welcome to Policy and Governance - Our Service Strategy



David Sidaway
Chief Executive



Anthea Lowe
Director:
Policy and Governance

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

About us

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

Service Vision

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



Meet the team:

Jon Power – Policy, Insight, Partnerships and Elections:

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

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

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

Ann Almond, Elections Team delivers the electoral registration function for the authority including the annual canvass, to ensure as many people as possible are registered and able to exercise their democratic right to vote.

The team also plans for and delivers all elections, including general, police and crime commissioner, borough and town/parish councils, and are responsible for running referendums and parish polls.



Richard Phillips – Registrars, Public Protection, Legal & Democracy

Legal Services

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

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

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

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

Democracy

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

Registration, Bereavement and Ceremonies

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

Public Protection

Andy Bishop – The Trading Standards team provides support and protection to local consumers and businesses. The team discharges around 250 statutory duties including being the enforcement team responsible for weights and measures, product safety, fair trading and animal health. The team works collaboratively with colleagues from across the Council, other local authorities and the Police to ensure consumers are protected and businesses are regulated appropriately.

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



Rob Montgomery – Audit, Governance and Procurement Team

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

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

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

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

Sarah Daffern – The Information Governance Team supports the Council on information rights matters .



Kristy Butler – Cabinet and SMT PA Team

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

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

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

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

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

- % of electoral registrations undertaken electronically
- % of compliance with Lexcel framework to maintain Lexcel accreditation
- % of job evaluation requests completed within 10 working days
- Number of FOI requests responded to within statutory deadlines
- Number of SAR requests responded to within statutory deadline
- IG related total income from external organisations per year
- Internal Audit related total income from external organisations per year
- Library of documentation, advice and guidance on procurement activity
- Number of Members issued with digital equipment to undertake role

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

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

- Savings realised per year through fraud investigation
- % of the Internal Audit Plan completed each year
- % of Ombudsman complaints responded to within stated deadlines
- % of Internal Audits with improved audit result upon review
- % of insurance liability claims successfully defended
- % of 'good' or 'excellent' feedback from those attending training on the Member training courses
- Number of recommendations made by Scrutiny Committees to Cabinet
- % of recommendations made by Scrutiny Committee that are accepted by Cabinet

Our aim - democratic engagement in local communities will be improved

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

- % of residents registered on the electoral register
- % of online canvass responses received and processed annually
- Number of electoral engagement sessions undertaken with key organisations
- Number of formal meetings live-streamed
- % of formal meeting agendas published at least five working days in advance of meeting

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

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

- % of 'good' or 'excellent' feedback from clients responding to feedback request
- number of returning customers for external procurement services

Our aim - members will fulfil their community leadership role

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

- % of attendance from Members at training session
- % of 'good' and 'excellent' feedback from Member training sessions
- % of Member enquiries responded to within timescale set out in Member Inquiry Process
- Compliant procurement across the Council
- Member satisfaction with Member Training and Development Offer
- Achieving at least LGA Charter status for our Member Training and Development Offer
- Ensuring the Councillor Connect portal is the 'go to' location for Members for information, help and support for their work
- % of MP enquiries responded to within timescale

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

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

- Feedback from Senior Managers and Cabinet Members

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

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

- Speed, accuracy and customer satisfaction when customers register births, marriages, civil partnerships and deaths.
- Savings realised per year through fraud investigation and prevention work.

Everyone feels the benefit from a thriving economy.

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

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

- Value for money checks and fraud awareness included as audits
- Maximising social value commitments from partners
- Completion of multi-agency enforcement exercises undertaken with partners
- Expanding the locations and venues across the borough licensed to hold civil ceremonies
- Appropriate oversight and regulation of our licensed trade whether that is a gambling establishment, a premises licence or when anybody chooses a Council licensed hackney carriage or private hire vehicle
- Procurement audits are undertaken on time to ensure the tendering process follows financial regulations and best value is being achieved.

Our natural environment is protected.

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

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

- Number of paperless audits undertaken

OUR ACHIEVEMENTS

Significant strides to root out and end the trade in illicit tobacco

Lexcel Practice Management Standard Law Society Accredited

15th consecutive Lexcel re-accreditation

Sustained improvement in meeting General Registration Office KPIs for appointment availability to register births, deaths and marriages

Over 100 dashboards being used daily across the Council to inform evidence based decision making

Delivery of the project which resulted in the Council achieving **LGC Council of the Year 2025**

Annually saving the Council over £250k in notional and actual savings due to investigation team

SERVICE RISKS

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

The table below shows the revenue budget for 2025/26 for the Policy and Governance directorate.

EXPENDITURE £'000	
Capital financing	1
Employees	5,082
Premises	6
Supplies and services	2,625
Support services	2,099
Third party payments	121
Transfer payments	-
Transport	15
Total EXPENDITURE	**9,950**

INCOME £'000	
Interest receipts	-
Fees and charges	-
Government grants	154
Other grants, reimbursements and contributions	20
Recharges to other services	6,575
Rents	-
Sales	1,867
Total INCOME	**8,615**
NET EXPENDITURE	**1,335**

Welcome to Prosperity and Investment - Our Service Strategy

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

About us:

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



Meet the team:

Valerie Hulme, Development Management

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

Awaiting photo

Ross Cook
Executive Director of Place



James Dunn
Director: Prosperity and Investment



Kate Callis, Housing Investment Programme

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



Dawn Toy, Regeneration and Investments

- Responsible for the Management of Council owned investment properties (PIP), securing income to support frontline services
- Responsible for the management of Land/ property acquisition and disposal programme
- Responsible for the delivery of the Homes England Land Deal
- Delivery of Growth Fund investments
- Maintenance of the Council's Asset Register
- Delivering 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 Housing and Educational that specialises in full project delivery, from initial project conception through the entire property lifecycle
- Providing an in-house maintenance service for schools and council buildings, as well as managing the Council's security and PFI contracts
- Technical delivery of Disabled Facilities Grants



Gavin Ashford, Strategic Planning, Inward Investment and Business Support

- Delivering the Local Development Plan setting the land use framework for the Borough to 2041 establishing where new development will be located
- Establishing new land use policy that supports corporate priorities including supported & specialist housing, accessible greenspaces carbon reduction and new infrastructure
- Supporting the Borough's visitor economy and delivery of the destination management plan.
- Supporting the programme management of key regeneration projects.
- Supporting the delivery of Neighbourhood Development Plans by Parish and Town Councils.
- Delivering business support to all businesses from start-ups to multi-nationals
- Engaging with investors, regional and national agencies and across services to bring new companies into the borough creating jobs and supply chain opportunities
- Account management of existing companies to support opportunities for expansion and diversification
- Delivery of employment support services to businesses supporting growth or changing employment requirements, including Job Match and Work Local
- Delivering a range of projects to support economic regeneration including Pride in Our High Street and Thrive grants programme
- Maximising value to the Borough through relationships with economic partners/bodies e.g. Telford Business Board, Chamber, FSB and WMCA

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

All neighbourhoods are a great place to live



Our aim – better homes will be delivered for all:

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

- Delivering the review of the Local Plan setting the policy context for growth up to 2041
- Contributing towards the delivery of new housing completions above adopted Local Plan targets
- Enabling an increase in the % of affordable, supported and specialist homes delivered in the borough
- Working across services and with government agencies and partners to identify and lobby for investment into estate renewal plans with an initial focus on Sutton Hill
- Continuing to delivery high quality homes for private and affordable rent vie Nuplace, the Council's wholly owned

Everyone benefits from a thriving economy



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

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

- Increasing the number of business and High Street 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)
- Supporting the growth of the Borough's visitor economy through the Local Visitor Economy Partnership.
- Bringing more empty premises in our Borough Towns back in use supporting the diversifications and resilience for our high streets

Our aim – Growth and investment will increase

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

- Increasing the number of new businesses investing in the Borough either domestic or FDI
- Increasing the number of existing businesses investing to expand in the Borough
- With business leaders and stakeholders driving delivery to our Invest Telford Economic Development Strategy through the Invest Telford Partnership
- Publishing a new economic prospectus for the Borough driving Telford's ambitions for growth, investment and economic recovery
- Supporting the implementation of the Telford Town Deal and Thrive Telford programme
- Lobbying Government for investment into infrastructure and business support activities

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

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

- Ensuring that skills provision meets the needs of businesses across all sectors, with a particular focus on non-apprenticeship, short and modular training
- Reviewing and streamlining employability related training provision
- Continue to support businesses to raise their profile locally by helping them create engaging video and other marketing content
- Increase the direct engagement of businesses with hard to reach communities through work local
- Tackle barriers to employment by working with the Councils Transport Service to create transport solutions to better connect job seekers with job opportunities

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

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

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

- Establishing policies through the review of the Local Development Plan that support increased biodiversity, green infrastructure and energy efficient development in the Borough
- Ensuring Council led developments and refurbishment programmes contribute positively towards this objective by adopting low carbon design.

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



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

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

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

OUR ACHIEVEMENTS

On site with the delivery of 244 dwellings
across five sites within the Borough including **Future Homes, accessible and adaptable homes**

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

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

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

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

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

SERVICE RISKS

1. High interest rates continue to **impact the viability of investments** into new dwellings within the Housing Investment Programme.
2. **Projected rents cannot be realised** resulting in pressure on viability and income targets.
3. Project capital costs increase resulting in **pressure on viability**.
4. Planning policy requirements affecting **viability of development proposals and capital receipts from disposals**.
5. **Ageing property stock, limited budgets and rising building costs**

The table below shows the revenue budget for 2025/26 for the Prosperity and Investment directorate.

EXPENDITURE £'000

Capital financing	3,039
Employees	7,894
Premises	11,696
Supplies and services	3,282
Support services	2,488
Third party payments	433
Transfer payments	-
Transport	156
Total EXPENDITURE	**28,988**

INCOME £'000

Interest receipts	-
Fees and charges	99
Government grants	1,604
Other grants, reimbursements and contributions	2
Recharges to other services	11,440
Rents	12,178
Sales	10,204
Total INCOME	**35,527**
NET EXPENDITURE	**-6,539**

APPENDIX 5

Usable Balances at 1 April 2030

			Balance at 01-Apr-30 £m
Total Reserves and Balances			46.26
Less Commitments/Earmarked Funds:			
School Funds	Balances held on behalf of schools; therefore not available to the Council	-	7.79
Grant funding	Grant funding received and fully committed in the budget strategy		-
Insurance Reserves	Required to cover policy excesses and other costs such as claims prior to 1998 (unitary)	-	0.39
Other Corporate Items	For Example ITS/Capacity Fund, severance fund	-	3.12
Job Evaluation	Provision for Job Evaluation work	-	7.61
Specific Earmarked Service Balances	Residual balances held by services following a rigorous review of balances undertaken	-	1.20
Residual General Working Balances			**26.15**
Made up of:			
One Off Funds	Identified to support the Medium Term Budget Strategy		21.70
One Off Funds	General/Special Fund Balances		4.44
			26.15
			-

SCHEDULE OF RESERVES AND BALANCES - £

APPENDIX 5

DIRECTOR	Classification on Bal Sheet (Z850)	CostC	Description	Description	Actual Balance at 31.03.2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Estimated Change during 2029 / 2030	Estimated Closing Balance 2029 / 2030	Purpose and Comments
Neighbourhood & Enforcement																
Neighbourhood & Enforcement Services	Reserves	YMBQ	Community Safety - Anti Social Behaviour		(42,121.81)	42,121.81	0.00		0.00		0.00		0.00		0.00	Ongoing maintenance costs of additional CCTV
Neighbourhood & Enforcement Services	Reserves	YMJL	Fly Tipping Grant Reserve		(3,430.00)	3,430.00	0.00		0.00		0.00		0.00		0.00	Grant applied to offset in year pressure
Neighbourhood & Enforcement Services	Reserves	YMHA	Coalbrookdale Water Course Reserve		(23,482.74)	10,000.00	(13,482.74)	13,482.74	0.00		0.00		0.00		0.00	Coalbrookdale Water course (to cover future de silting costs). Commitments in 25/26 and 26/27
Neighbourhood & Enforcement Services	Reserves	YMHU	Stoney Hill Landfill		(45,451.21)	23,313.21	(22,138.00)	10,000.00	(12,138.00)	12,138.00	0.00		0.00		0.00	25/26 spend relates to land stability monitors. Balance relates to periodic cleaning & maintenance of the silo's
Neighbourhood & Enforcement Services	Reserves	YSLW	Street Lighting Works		(77,644.70)	0.00	(77,644.70)	77,644.70	0.00		0.00		0.00		0.00	Committed in 26/27 as part of A442 street lighting works
Neighbourhood & Enforcement Services	Reserves	YMHB	Flood Management		(16,852.64)	16,852.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	Funding for flood risk assessment works in 2025/26
Neighbourhood & Enforcement Services	Reserves	YEBK	Transport Bus Subsidy		(491,121.57)	122,801.15	(368,320.42)	235,318.72	(133,001.70)	133,001.70	0.00		0.00		0.00	Included within current monitoring position funding subsidised routes and new contract with Arriva commencing August 2025
Neighbourhood & Enforcement Services	Reserves	YNHS	Neighbourhood Services		(36,219.83)	36,219.83	0.00		0.00		0.00		0.00		0.00	Committed in 25/26 in current monitoring position
Neighbourhood & Enforcement Services	Reserves	YMYV	Pocket Parks		(33,904.00)	0.00	(33,904.00)	33,904.00	0.00		0.00		0.00		0.00	Funding from parks improvement fund, included within maintenance programme for 2026/27 (core contract)
Neighbourhood & Enforcement Services	Reserves	YTRP	Tree Replacement Programme		(19,165.00)	0.00	(19,165.00)	19,165.00	0.00		0.00		0.00		0.00	Committed to programme in 2026/27 (core contract)
Neighbourhood & Enforcement Services	Reserves	YAFG	Reserves - Afghan Relocation Scheme		(2,702,776.39)	1,572,495.92	(1,130,280.47)	895,517.48	(234,762.99)	234,762.99	0.00		0.00		0.00	Committed as part of resettlement model
Neighbourhood & Enforcement Services	Reserves	YUKR	Reserves - Ukrainian Refugee Scheme		(698,603.09)	582,004.08	(116,599.01)	50,198.49	(66,400.52)	66,400.52	0.00		0.00		0.00	Committed as part of resettlement model
Neighbourhood & Enforcement Services	Reserves	YSTG	Strategic Transport Grants	Active Travel	(241,045.90)	147,966.37	(93,079.53)	93,079.53	0.00		0.00		0.00		0.00	Spending in line with Active travel grant profile
Neighbourhood & Enforcement Services	Reserves	YSTG	Strategic Transport Grants	LEVI	(252,324.62)	222,547.65	(29,776.97)	29,776.97	0.00		0.00		0.00		0.00	Spending in line with LEVI grant profile
Neighbourhood & Enforcement Services	Reserves	YMHG	Bikeability		(54,097.45)	54,097.45	0.00		0.00		0.00		0.00		0.00	Included in current projections re. Bike hub and Road Safety
Neighbourhood & Enforcement Services	Reserves	YEAM	Environmental Serv Gen Res	Grounds contract Additional Works	(6,771.00)	1,390.00	(5,381.00)	1,390.00	(3,991.00)	1,390.00	(2,601.00)	1,390.00	(1,211.00)	1,211.00	0.00	Budgeted contribution to Grounds maintenance core contract re. Collier's Way
Neighbourhood & Enforcement Services	Reserves	YEAM	Environmental Serv Gen Res	Total Place Enhancement	(38,808.47)	38,808.47	0.00		0.00		0.00		0.00		0.00	Included within current projections re. Total place enhancement environmental works
Neighbourhood & Enforcement Services	Reserves	YEAM	Environmental Serv Gen Res		(64,651.15)	29,230.00	(35,421.15)	30,106.90	(5,314.25)	5,314.25	0.00		0.00		0.00	Budgeted post within Data Asset & performance management
Neighbourhood &	Reserves	YAAS	Reserve - Asylum Seekers		(243,500.00)	60,750.00	(182,750.00)	60,750.00	(122,000.00)	60,750.00	(61,250.00)	61,250.00	0.00		0.00	Committed as part of resettlement model
Neighbourhood & Enforcement Services	Reserves	YEBD	Provision for Local Nature Reserve		(24,000.00)		(24,000.00)		(24,000.00)		(24,000.00)		(24,000.00)		(24,000.00)	Committed for Nature Reserve costs
Neighbourhood &	Reserves	YEBL	LSTF Revenue Reserve		(59,560.53)	59,560.53	0.00		0.00		0.00		0.00		0.00	Included within current monitoring position
Neighbourhood &	Reserves	YISV	Idverde Added Social Value Fund	Idverde Added Social	(26,352.77)	26,352.77	0.00		0.00		0.00		0.00		0.00	Social fund payments to parishes/schools from Veolia
Neighbourhood & Enforcement Services	Reserves	YMGP	Stronger Communities	Stronger Communities	(334,208.39)	195,572.49	(138,635.90)	138,635.90	0.00		0.00		0.00		0.00	Funding of stronger and safer programmes into 2026/27 in line with new agreement with PCC
Neighbourhood & Enforcement Services	Reserves	YCBG	Community Fund		(1,500.00)	1,500.00	0.00		0.00		0.00		0.00		0.00	A518 rights of way works - included within current projections
Neighbourhood & Enforcement					**(5,537,593.26)**	**3,247,014.37**	**(2,290,578.89)**	**1,688,970.43**	**(601,608.46)**	**513,757.46**	**(87,851.00)**	**62,640.00**	**(25,211.00)**	**1,211.00**	**(24,000.00)**	
Prosperity & Investment																
Prosperity & Investment	Reserves	YDAZ	Great Crested Newt's DLL		(237,463.71)	23,305.00	(214,158.71)	55,000.00	(159,158.71)	55,000.00	(104,158.71)	55,000.00	(49,158.71)	49,158.71	0.00	Agreement with Natural England to deliver the district licence to manage and maintain new ponds for 30 years. Income from developer licencing to fund pond creation works re:Great Crested Newts, This is to fund development of new ponds as and when required to ensure speedier application processes to aid speedier developments.
Prosperity & Investment	Reserves	YDBK	SEDN - Ecological Data		(27,156.71)	11,013.00	(16,143.71)	11,013.00	(5,130.71)	5,130.71	0.00		0.00		0.00	T&W have financial responsibility for the Shropshire Ecological Data Network. Budget allocations from grant funding (Shropshire Council, TWC and Environment Agency), Funds to be held and spent on works delivered by biological recorders who make bids to the steering group.
Prosperity & Investment	Reserves	YMHH	Development Planning System		(25,500.00)	25,500.00	0.00		0.00		0.00		0.00		0.00	To fund Development Planning and Building control New Systems, included within projections for 25/26.
Prosperity & Investment	Reserves	YMGT	Marches Investment Fund – Strategic Tourism and Business Fund		(27,959.77)	3,000.00	(24,959.77)	3,000.00	(21,959.77)	3,000.00	(18,959.77)	3,000.00	(15,959.77)	3,000.00	(12,959.77)	Strategic Tourism and Business Fund, commitments of £3k p.a.ongoing for annual licence fee.
Prosperity & Investment	Reserves	YMHM	Strategic Company Support		(234,602.23)	234,602.23	0.00		0.00		0.00		0.00		0.00	Fully committed in 25/26.
Prosperity & Investment	Reserves	YMHN	Economic Development Strategies		(75,154.82)	75,154.82	0.00		0.00		0.00		0.00		0.00	Fully committed in 25/26.
Prosperity & Investment	Reserves	YMWS	Pride in Wellington Station		(1,095.83)	1,095.83	0.00		0.00		0.00		0.00		0.00	Wellington Train Station, committed in 25/26.
Prosperity & Investment	Reserves	YMHJ	Neighbourhood Frontrunners	Tibberton and Cherrington PC	(22,606.57)	22,606.57	0.00		0.00		0.00		0.00		0.00	Balance of grant funding for Neighbourhood Plan expenditure. Fully committed in 25/26.
Prosperity & Investment	Reserves	YCAI	PIP – Ageing PIP properties sinking fund		(4,287.47)	4,287.47	0.00		0.00		0.00		0.00		0.00	Balance held to repair and maintain ageing PIP properties to a rentable state, fully applied in 25/26.
Prosperity & Investment	Reserves	YFBS	Dilapidations - PIP	Various	(196,292.87)	55,794.00	(140,498.87)	140,498.87	0.00		0.00		0.00		0.00	Fund reinstatements to properties once vacated by tenant to bring up to standard for re-letting.
Prosperity & Investment	Reserves	YDAD	Local Plan Inquiry		(129,888.10)	51,722.18	(78,165.92)	78,165.92	0.00		0.00		0.00		0.00	Committed to Local Plan (staffing etc)
Prosperity & Investment	Reserves	YDDC	Town's Deal		(82,785.21)	82,785.21	0.00		0.00		0.00		0.00		0.00	Committed as part of Town Fund Deal 25/26.
Prosperity & Investment	Reserves	YSRS	Development of Shovel Ready Schemes	Development of Shovel Ready Schemes	(42,614.41)	42,614.41	0.00		0.00		0.00		0.00		0.00	Committed 25/26
Prosperity & Investment Total					**(1,107,407.70)**	**633,480.72**	**(473,926.98)**	**287,677.79**	**(186,249.19)**	**63,130.71**	**(123,118.48)**	**58,000.00**	**(65,118.48)**	**52,158.71**	**(12,959.77)**	
Place - Council Wide																

DIRECTOR	Classification on Bal Sheet (Z850)	CostC	Description	Description	Actual Balance at 31.03.2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Estimated Change during 2029 / 2030	Estimated Closing Balance 2029 / 2030	Purpose and Comments
Prosperity & Investment	Reserves	YEBP	HCA Liability Fund	HCA Liability Fund	(1,767,587.37)	1,767,587.37	0.00		0.00		0.00		0.00		0.00	Committed to Capital projects
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Parks Funding - Pride in Your Park	(72,305.17)	72,305.17	0.00		0.00		0.00		0.00		0.00	Committed spend regarding Parks & Open spaces and Environmental pressures
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Environmental Programme	(112,746.73)	86,430.86	(26,315.87)	26,315.87	0.00		0.00		0.00		0.00	Committed spend regarding Parks & Play areas.
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	PIP EPC	(519,305.59)	519,305.59	0.00		0.00		0.00		0.00		0.00	To meet energy performance certificate requirements, fully committed spend in 25/26.
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Recovery and Regeneration	(724,633.15)	635,000.00	(89,633.15)		(89,633.15)		(89,633.15)		(89,633.15)		(89,633.15)	Committed to key priorities
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Commercial Marketing	(30,000.00)	11,000.00	(19,000.00)	10,000.00	(9,000.00)	9,000.00	0.00		0.00		0.00	Small balance to be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Community Pride Initiative	(10,000.00)	2,500.00	(7,500.00)	2,500.00	(5,000.00)	2,500.00	(2,500.00)	2,500.00	0.00		0.00	Small balance to be used in 25/26
Corporate Communications	Reserves	YCMR	Campaigns & Marketing Reserve		(41,549.70)	25,000.00	(16,549.70)	16,549.70	0.00		0.00		0.00		0.00	Committed 25/26 and 26/27
Council Wide	Reserves	YMGN	Pride in Your High Street	Pride in Your High Street	(55,000.00)	55,000.00	0.00		0.00		0.00		0.00		0.00	Committed 25/26.
Total Council Wide					**(3,333,127.71)**	**3,174,128.99**	**(158,998.72)**	**55,365.57**	**(103,633.15)**	**11,500.00**	**(92,133.15)**	**2,500.00**	**(89,633.15)**	**0.00**	**(89,633.15)**	
Finance, People & IDT																
Finance, People & IDT	Reserves	YRER	Revenues Reserve		(15,159.45)	15,159.45	0.00		0.00		0.00		0.00		0.00	To fund posts in staffing budget
Finance, People & IDT	Reserves	YRLR	Resource Link Reserve		(186,454.36)	45,000.00	(141,454.36)	100,000.00	(41,454.36)	41,454.36	0.00		0.00		0.00	To fund Resource link HCM Cloud system developments in future years
Finance, People & IDT	Reserves	YFFW	Finance Workforce Development Reserve		(28,891.33)		(28,891.33)	28,891.33	0.00		0.00		0.00		0.00	Training and development costs of Finance staff
Finance, People & IDT	Reserves	YMDA	Fin Systems & New Technology		(17,899.92)		(17,899.92)	17,899.92	0.00		0.00		0.00		0.00	Committed to Financial Management system development
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve	Coaching & Mentoring	665.00	(665.00)	0.00		0.00		0.00		0.00		0.00	Budgeted use to support Council Wide Staff Training
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve	Supported Employment	(269.42)		(269.42)	269.42	0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve	TW4U committee balance	(1,778.78)		(1,778.78)	1,778.78	0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve	Apprenticeship Corporate	(43,085.84)	19,542.92	(23,542.92)	23,542.92	0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve	Leadership & Management	42,980.23	(42,980.23)	0.00		0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Reserves	YMOD	Organisational Development Training Reserve		(116,345.71)	43,645.23	(72,700.48)	72,700.48	0.00		0.00		0.00		0.00	Budgeted use
Finance, People & IDT	Reserves	YFSG	Salary Sacrifice 4 Cars		(30,338.28)		(30,338.28)		(30,338.28)		(30,338.28)		(30,338.28)		(30,338.28)	Scheme Holding account - committed
Finance, People & IDT	Reserves	YFSJ	Technology Sacrifice		(10,743.13)		(10,743.13)		(10,743.13)		(10,743.13)		(10,743.13)		(10,743.13)	Scheme Holding account - committed
Finance, People & IDT	Reserves	YCVG	COVID Grants - Corporate Finance	Compliance & Enforcement Grant	(257.55)	257.55	0.00		0.00		0.00		0.00		0.00	Small balance will be drawn down in 25/26
Finance, People & IDT	Reserves	YRES	Miscellaneous		(0.26)	0.26	0.00		0.00		0.00		0.00		0.00	
Finance, People & IDT Total					**(407,578.80)**	**79,960.18**	**(327,618.62)**	**245,082.85**	**(82,535.77)**	**41,454.36**	**(41,081.41)**	**0.00**	**(41,081.41)**	**0.00**	**(41,081.41)**	
Policy & Governance																
Policy & Governance	Reserves	YCGM	Cemeteries Ground Maintenance		(50,033.74)	34,111.00	(15,922.74)	15,922.74	0.00		0.00		0.00		0.00	Committed to fund cemeteries costs, most anticipated to be used during 2025/26.
Policy & Governance	Reserves	YGAW	Legal Reserve		(5,745.00)		(5,745.00)	5,745.00	0.00		0.00		0.00		0.00	Committed to legal costs
Policy & Governance	Reserves	YGAX	Members Reserve		(9,388.50)		(9,388.50)	9,388.50	0.00		0.00		0.00		0.00	Funding to support Member development and training
Policy & Governance	Reserves	YMCP	Self Insurance Fund		(576,315.33)	109,000.00	(467,315.33)	26,000.00	(441,315.33)	26,000.00	(415,315.33)	26,000.00	(389,315.33)		(389,315.33)	Estimated future years usage based on prior years.
Policy & Governance	Reserves	YGAZ	Election Equalisation Prov	Election Equalisation Prov	(400.00)		(400.00)	400.00	0.00	0.00	0.00		0.00		0.00	Set aside to assist in funding future local elections
Policy & Governance	Reserves	YMOC	Armed Forces Calm Cafes	Armed Forces Calm Cafes	(20,927.30)	9,874.00	(11,053.30)	11,053.30	0.00		0.00		0.00		0.00	Committed
Policy & Governance	Reserves	YGAM	Res/Comm Gov Reserve & Prov	Delivery & Planning Reserve	(89,497.26)	65,350.00	(24,147.26)	24,147.26	0.00		0.00		0.00		0.00	Committed to leadership and management development
Policy & Governance	Reserves	YDAS	Trading Standards Redress Scheme		(8,330.00)		(8,330.00)		(8,330.00)		(8,330.00)		(8,330.00)		(8,330.00)	Balance committed
Policy & Governance	Reserves	YPFC	Public Protection - Confiscated Proceeds from Crime		(17,637.52)		(17,637.52)		(17,637.52)		(17,637.52)		(17,637.52)		(17,637.52)	Balance committed
Policy & Governance Total					**(778,274.65)**	**218,335.00**	**(559,939.65)**	**92,656.80**	**(467,282.85)**	**26,000.00**	**(441,282.85)**	**26,000.00**	**(415,282.85)**	**0.00**	**(415,282.85)**	
Adult Social Care																
Adult Social Care	Reserves	YHAY	Digital Assessment Grant		(48,402.30)	48,402.30	0.00		0.00		0.00		0.00		0.00	Includes ring-fenced grant for digitisation of service
Adult Social Care	Reserves	YHBK	PCT Monies	Carers S256	(0.43)	0.43	0.00		0.00		0.00		0.00		0.00	
Adult Social Care	Reserves	YHBK	Autism Grant	Autism S256	(25,412.69)	25,412.69	0.00		0.00		0.00		0.00		0.00	Committed for Autism spend in 25/26
Adult Social Care	Reserves	YHCG	Health & Care Grants	Social Care Reform Grant	(30,487.67)	0.00	(30,487.67)	30,487.67	0.00		0.00		0.00		0.00	BCF Capital
Adult Social Care	Reserves	YHDB	Change Programme		(3,600.71)	3,600.71	0.00		0.00		0.00		0.00		0.00	Committed to actions in MPR preventative initiatives
Adult Social Care	Reserves	YHDE	Winter Pressures		(6,757.83)	6,757.83	0.00		0.00		0.00		0.00		0.00	BCF reablement funding being used in 25/26
Adult Social Care	Reserves	YHGB	BCF Reserve		(399,732.00)	399,732.00	0.00		0.00		0.00		0.00		0.00	BCF reserve committed in 25/26
Adult Social Care	Reserves	YHGH	TCP Section 75 Agreement Pooled Fund Reserve	TCP	(25,141.72)	25,141.72	0.00		0.00		0.00		0.00		0.00	In place for mitigation of any financial risks associated with TCP. Committed in 25/26
Adult Social Care	Reserves	YHGH	TCP - Community discharge Pooled Fund Reserve	Community Discharge Fund	(271,648.99)	132,084.00	(139,564.99)	139,564.99	0.00		0.00		0.00		0.00	Facilitating discharge from institutional care for LD clients including Autism Lead. .
Adult Social Care	Reserves	YHMH	Mental Health Initiatives		(17,606.00)	17,606.00	0.00		0.00		0.00		0.00		0.00	Committed ICB funding for Mental Health initiatives
Adult Social Care	Reserves	YKBZ	Commissioning		(256,675.88)	256,675.88	0.00		0.00		0.00		0.00		0.00	Accelerated reform grant awarded for projects to improve SC being used for carers and shared lives. The remainder is ICB for joint commissioning initiative. All committed in 2025/26.
Adult Social Care	Reserves	YMOP	My Options		(25,853.36)	12,926.68	(12,926.68)	12,926.68	0.00		0.00		0.00		0.00	Staff Training, System Support, Equipment
Adult Social Care	Reserves	YHDT	Digital Transformation Project	Digital Transformation Project	(171,968.69)	171,968.69	0.00		0.00		0.00		0.00		0.00	Provider grants for digitisation of service-NHSE funding as well International Recruitment grant
Adult Social Care Total					**(1,283,288.27)**	**1,100,308.93**	**(182,979.34)**	**182,979.34**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
Housing, Commercial & Customer Services																
Housing, Commercial & Customer Services	Reserves	YMJE	Community Engagement Reserve	Youth Parliament	(2,235.35)	1,050.00	(1,185.35)	1,185.35	0.00		0.00		0.00		0.00	Committed to delivery
Housing, Commercial & Customer Services	Reserves	YMJE	Community Engagement Reserve		(14,198.11)	210.00	(13,988.11)	3,497.03	(10,491.08)	3,497.03	(6,994.05)	3,497.03	(3,497.02)	3,497.02	0.00	Committed to be used for training volunteers and staff.
Housing, Commercial & Customer Services	Reserves	YMPF	Reserves - Councillors Pride Fund		(157,022.80)	142,500.00	(14,522.80)	14,522.80	0.00		0.00		0.00		0.00	Balance of Pride Fund allocations; committed. Base budgeted next year.
Housing, Commercial & Customer Services	Reserves	YRAB	Crisis Assistance Reserve		(62,244.99)	62,244.99	0.00		0.00		0.00		0.00		0.00	To support the revenue budget for crisis assistance.

DIRECTOR	Classification on Bal Sheet (Z850)	CostC	Description	Description	Actual Balance at 31.03.2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Estimated Change during 2029 / 2030	Estimated Closing Balance 2029 / 2030	Purpose and Comments
Housing, Commercial & Customer Services	Reserves	YDAQ	Homeless Support Reserve		(334,718.35)	253,000.00	(81,718.35)	81,718.35	0.00		0.00		0.00		0.00	Committed to funding posts and contribution to savings in 2025/26
Housing, Commercial & Customer Services	Reserves	YFDB	Interim Management Orders - DB		(1,817.92)	1,817.92	0.00		0.00		0.00		0.00		0.00	Committed
Housing, Commercial & Customer Services	Reserves	YHPR	Homelessness Prevention		(136,790.00)	22,420.00	(114,370.00)	22,420.00	(91,950.00)	22,420.00	(69,530.00)	22,420.00	(47,110.00)	22,420.00	(24,690.00)	Committed to support staffing structure income target.
Housing, Commercial & Customer Services	Reserves	YRSG	Rough Sleeping Reserves		(268,374.95)	94,304.00	(174,070.95)	86,329.00	(87,741.95)	87,741.95	0.00	0.00	0.00		0.00	Committed to fund initiatives as RSI grant reduced in 25/26.
Housing, Commercial & Customer Services	Reserves	YWID	Works in Default - Private Sector Housing		(168.68)	168.68	0.00		0.00		0.00		0.00		0.00	Remaining small balance fully applied
Housing, Commercial & Customer Services	Reserves	YCLA	Housing Investment reserve	Housing Advisors Programme	(12,500.00)	12,500.00	0.00		0.00		0.00		0.00		0.00	Committed in 2025/26
Housing, Commercial & Customer Services	Reserves	YCLA	Housing Investment reserve		(52,500.00)	52,500.00	0.00		0.00		0.00		0.00		0.00	Committed to fund Housing Strategy works in 25/26
Housing, Commercial & Customer Services	Reserves	YHSC	Housing strategy consultancy support		(53,743.20)	8,860.00	(44,883.20)	1,860.00	(43,023.20)	1,860.00	(41,163.20)	1,860.00	(39,303.20)	1,860.00	(37,443.20)	Committed to fund staffing
Housing, Commercial & Customer Services	Reserves	YWPH	Private sector housing holding code		(85,960.82)	54,082.82	(31,878.00)	31,878.00	0.00		0.00		0.00		0.00	Committed to fund staffing
Housing, Commercial & Customer Services	Reserves	YWPH	Private sector housing holding code	Civil Penalties	(16,826.00)	16,826.00	0.00		0.00		0.00		0.00		0.00	To be applied in 25/26
Housing, Commercial & Customer Services	Reserves	YWPH	Private sector housing holding code	Energy Performance Certificates	(1,600.00)	1,600.00	0.00		0.00		0.00		0.00		0.00	To be applied in 25/26
Housing, Commercial & Customer Services	Reserves	YWPH	Private sector housing holding code	Rent Repay Orders	(10,136.56)	10,136.56	0.00		0.00		0.00		0.00		0.00	To be applied in 25/26
Housing, Commercial & Customer Services	Reserves	YWPH	Private sector housing holding code	S.50 Charges	(7,543.66)	0.00	(7,543.66)	7,543.66	0.00		0.00		0.00		0.00	To be applied in 26/27
Housing, Commercial & Customer Services	Reserves	YGAM	Res/Comm Gov Reserve & Prov	Voluntary Sector Grant Fund	(226,394.72)	171,949.53	(54,445.19)	26,525.56	(27,919.63)	27,919.63	0.00		0.00		0.00	Committed to voluntary sector support.
Housing, Commercial & Customer Services	Reserves	YLAT	Leisure/Aspirations Invest to Save Funding		(11,999.75)	11,999.75	0.00		0.00		0.00		0.00		0.00	Committed 25/26
Housing, Commercial & Customer Services	Reserves	YCAL	Education Catering		(30,000.00)	25,000.00	(5,000.00)	5,000.00	0.00		0.00		0.00		0.00	Committed to fund a post 24/25 - 26/27
Housing, Commercial & Customer Services	Reserves	YDEO	Accommodation for Ex-Offenders Grant		(34,829.95)	34,829.95	0.00		0.00		0.00		0.00		0.00	Committed 2025/26 for Ex-Offenders accommodation support.
Housing, Commercial & Customer Services	Reserves	YGAM	Res/Comm Gov Reserve & Prov	Revs & Bens Staffing Reserve	(228,651.94)	188,000.00	(40,651.94)	40,651.94	0.00		0.00		0.00		0.00	Committed 25/26
Housing, Commercial & Customer Services	Reserves	YDAW	New Burdens Fund - Housing		(4,800.00)	4,800.00	0.00		0.00		0.00		0.00		0.00	Committed 25/26
Housing, Commercial & Customer Services	Reserves	YDDA	Domestic Abuse - Housing		(39,465.00)	39,465.00	0.00		0.00		0.00		0.00		0.00	Committed to staffing structure in 25/26
Housing, Commercial & Customer Services	Reserves	YFPD	Homeless Client tenant damage/replacement costs Reserve for various Housing properties		(5,275.47)	5,275.47	0.00		0.00		0.00		0.00		0.00	Committed 25/26
Housing, Commercial & Customer Services	Reserves	YFPD	Homeless Client tenant damage/replacement costs Reserve for various Housing properties		(1,360.00)	1,360.00	0.00		0.00		0.00		0.00		0.00	Committed 25/26
Housing, Commercial & Customer Services	Reserves	YMCB	Budget Strategy Reserve	Cultural, Tourism and public event initiatives and activities	(117,053.01)	117,053.01	0.00		0.00		0.00		0.00		0.00	To fund the events programme for 2025/26.
Housing, Commercial & Customer Services Total					**(1,918,211.23)**	**1,333,953.68**	**(584,257.55)**	**323,131.69**	**(261,125.86)**	**143,438.61**	**(117,687.25)**	**27,777.03**	**(89,910.22)**	**27,777.02**	**(62,133.20)**	
HCC - Council Wide																
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Amphitheatre	(150,000.00)		(150,000.00)	150,000.00	0.00		0.00		0.00		0.00	Committed for scheme in 26/27
Total Council Wide					**(150,000.00)**	**0.00**	**(150,000.00)**	**150,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
Corporate - Council Wide																
	G F Balance		GF Balance		(4,117,886.91)		(4,117,886.91)		(4,117,886.91)		(4,117,886.91)		(4,117,886.91)		(4,117,886.91)	General Working Balance
	SF Balance		SF Balance		(326,480.95)		(326,480.95)		(326,480.95)		(326,480.95)		(326,480.95)		(326,480.95)	General Working Balance
Corporate Items	Reserves	YBAC	Capacity and ITS Fund		(3,459,122.82)	1,843,000.00	(1,616,122.82)	1,500,000.00	(116,122.82)		(116,122.82)		(116,122.82)		(116,122.82)	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 Items	Reserves	YMCB	Budget Strategy Reserve	Finance & Legal Income Equalisation & Staffing	(114,000.00)	20,000.00	(94,000.00)		(94,000.00)		(94,000.00)		(94,000.00)		(94,000.00)	To meet capacity needs and income variations
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Accommodation Reserve	(49,850.00)	49,850.00	0.00		0.00		0.00		0.00		0.00	Committed
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Budget Contingency	(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)		(21,702,064.72)	To support Medium Term Financial Strategy
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	CSE Support	(41,872.90)	18,480.00	(23,392.90)	23,392.90	0.00		0.00		0.00		0.00	Committed
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Agresso 2024/25	(33,186.00)	15,000.00	(18,186.00)	18,186.00	0.00		0.00		0.00		0.00	Investment in Corporate Finance System
Corporate Items	Reserves	YMCB	Budget Strategy Reserve		(0.60)		(0.60)		(0.60)		(0.60)		(0.60)		(0.60)	small balance to be used in 24/25
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Budget Equalisation Account	(900,000.00)	900,000.00	0.00		0.00		0.00		0.00		0.00	Committed to 25/26 in year position
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Service Reviews	(100,000.00)	72,000.00	(28,000.00)		(28,000.00)		(28,000.00)		(28,000.00)		(28,000.00)	To be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Forum 50+	(50,000.00)	50,000.00	0.00		0.00		0.00		0.00		0.00	To be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Procurement Social Value Tool	(16,000.00)	8,000.00	(8,000.00)	8,000.00	0.00		0.00		0.00		0.00	To be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	BACS System	(5,000.00)	5,000.00	0.00		0.00		0.00		0.00		0.00	To be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Cabinet Training - Crisis & Media Management	(3,000.00)	3,000.00	0.00		0.00		0.00		0.00		0.00	To be used in 25/26
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Vision 2032	(2,000.00)		(2,000.00)		(2,000.00)		(2,000.00)		(2,000.00)		(2,000.00)	To be used in 25/26
Council Wide	Reserves	YFAL	Projects Capital		(161,460.56)	47,000.00	(114,460.56)	114,460.56	0.00		0.00		0.00		0.00	required for schools capital - s106 contributions
Council Wide	Reserves	YFAL	Projects Capital	Superfast Broadband	(438,594.19)	402,706.36	(35,887.83)		(35,887.83)		(35,887.83)		(35,887.83)		(35,887.83)	Committed in 25/26
Council Wide	Reserves	YFUF	Union Facility Time		(16,499.80)		(16,499.80)		(16,499.80)		(16,499.80)		(16,499.80)		(16,499.80)	Committed (school funds)
Council Wide	Reserves	YKBB	Hadley PFI Sinking Fund		(1,504,523.68)	272,000.00	(1,232,523.68)	329,000.00	(903,523.68)	375,000.00	(528,523.68)	64,260.00	(464,263.68)		(464,263.68)	PFI equalisation account: based on funding model
Council Wide	Reserves	YMCQ	Capital Funding Reserve		(46,255.80)	46,255.80	0.00		0.00		0.00		0.00		0.00	
Council Wide	Reserves	YMCW	Severance Fund		(537,927.52)		(537,927.52)		(537,927.52)		(537,927.52)		(537,927.52)		(537,927.52)	Fund set up to meet the one off costs of redundancies arising from restructures in order to deliver ongoing savings. The Council also has the ability to capitalise costs associated with service transformation through to March 2030
Corporate Items	Reserves	YMFS	Pay Related Costs Provision		(8,587,898.67)	699,040.00	(7,888,858.67)	276,510.00	(7,612,348.67)		(7,612,348.67)		(7,612,348.67)		(7,612,348.67)	Fund set aside to meet costs associated with job evaluation process
Corporate Items	Reserves	YMGL	Income Equalisation Account		(2,027,930.00)	27,930.00	(2,000,000.00)		(2,000,000.00)		(2,000,000.00)		(2,000,000.00)		(2,000,000.00)	Smoothing account for significant income streams: NDR and Sales Ledger
Corporate Items	Reserves	YMGM	VAT and Taxation Reserve		(26,915.01)	26,915.01	0.00		0.00		0.00		0.00		0.00	Provision for unforeseen taxation costs and/or support

DIRECTOR	Classification on Bal Sheet (Z850)	CostC	Description	Description	Actual Balance at 31.03.2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Estimated Change during 2029 / 2030	Estimated Closing Balance 2029 / 2030	Purpose and Comments
Council Wide	Reserves	YMGR	Community Initiatives	Various	(112,772.76)		(112,772.76)		(112,772.76)		(112,772.76)		(112,772.76)		(112,772.76)	Committed to initiatives
Council Wide	Reserves	YMGS	Business Rates equalisation	Section 31 Grant - Forgone Business Rates	(473,934.00)	473,934.00	0.00		0.00		0.00		0.00		0.00	Income equalisation account for business rates
Council Wide	Reserves	YMGS	Covid-19	Local Authority Discretionary Grant Fund	(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)		(170,000.00)	Grant
Council Wide	Reserves	YMGS	Covid-19	Business Rates New Burdens Admin Cost Grant	(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)		(29,742.00)	Grant
Council Wide	Reserves	YMGS	Covid-19	Transparency Code New Burdens Grant	(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)		(12,647.00)	Grant
Council Wide	Reserves	YMGS	Covid-19	BEIS New Burdens Grant	(723.00)		(723.00)		(723.00)		(723.00)		(723.00)		(723.00)	Grant
Council Wide	Reserves	YMGX	Hardship Grant	Hardship Grant	(449,691.97)		(449,691.97)		(449,691.97)		(449,691.97)		(449,691.97)		(449,691.97)	Committed to provide support initiatives
Council Wide	Reserves	YMAV	Local Services Support Grant Balance		(146,897.00)	146,897.00	0.00		0.00		0.00		0.00		0.00	
Council Wide	Reserves	YMGU	Investment in Council Priorities Fund	Supporting a range of Council Priorities	(1,947,920.67)	1,859,817.93	(88,102.74)	88,102.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Committed to support council priorities
Total Council Wide					**(47,612,798.53)**	**6,986,826.10**	**(40,625,972.43)**	**2,357,652.20**	**(38,268,320.23)**	**375,000.00**	**(37,893,320.23)**	**64,260.00**	**(37,829,060.23)**	**0.00**	**(37,829,060.23)**	
Children's Safeguarding & Family Support																
Children's Safeguarding & Family Support	Reserves	YMAZ	Children's Services	General reserve	(5,490.00)	5,490.00	0.00		0.00		0.00		0.00		0.00	Committed in 25/26 monitoring position
Children's Safeguarding & Family Support	Reserves	YMDY	Secure remand funding	HMPPS funding for children on remand	(201,158.00)	190,347.00	(10,811.00)	10,811.00	0.00		0.00		0.00		0.00	Projected costs in 25/26 of £340k (including some use of b/fwd reserve) against estimated grant funding of £150k.
Children's Safeguarding & Family Support	Reserves	YMEY	Social Work Grant	Skills for care ASYE funding	(24,198.24)	4,470.00	(19,728.24)	5,204.10	(14,524.14)	5,960.22	(8,563.92)	6,739.03	(1,824.89)	1,824.89	0.00	Skills for care funding for newly qualified social workers (AYSE). Committed against budgeted ASYE co-Ordinator post plus training costs
Children's Safeguarding & Family Support	Reserves	YMFG	Troubled Families Programme		(345,975.00)	345,975.00	0.00		0.00		0.00		0.00		0.00	Committed to in year monitoring position - £90k budgeted in year additional saving (NES) plus balance mitigating in year placements pressure
Children's Safeguarding & Family Support	Reserves	YMRK	University Students	Funding received from various universities towards cost of student placements	(29,568.99)	14,880.00	(14,688.99)	14,688.99	0.00		0.00		0.00		0.00	Training grant - committed spend in 25/26 plus assumed use at same level in 26/27 based ongoing student placements
Children's Safeguarding & Family Support	Reserves	YMZA	Family Safeguarding Model (Hertfordshire)		(649,922.48)	376,075.00	(273,847.48)	135,311.10	(138,536.38)	138,536.38	0.00		0.00		0.00	3 x budgeted posts within family safeguarding plus £191.2k mitigation to in year pressures included with current monitoring position
Children's Safeguarding & Family Support	Reserves	YMBN	Unaccompanied Asylum Seekers	HO grant funding for UASC and leaving care	(1,259,917.62)	1,000,000.00	(259,917.62)	259,917.62	0.00	0.00	0.00	0.00	0.00		0.00	Balance of funding after placement costs and additional staffing requirements. Assumes grant continues at same level. Piece of work taking place to map over future years as with resettlement model
Children's Safeguarding & Family Support	Reserves	YMZB	Reducing Parental Conflict		(13,212.45)	13,212.45	0.00		0.00		0.00		0.00		0.00	Balance of grant committed in 25/26
Children's Safeguarding & Family Support	Reserves	YMYZ	New Burdens - Personal Advisors		(56,657.32)	12,750.00	(43,907.32)	43,907.32	0.00		0.00		0.00		0.00	2 year fixed term NEET worker across 25/26 and 26/27
Children's Safeguarding & Family Support	Reserves	YMNA	NAAS Grant Income		(11,946.43)	11,946.43	0.00		0.00		0.00		0.00		0.00	National assessment and accreditation scheme. Covering training expenses in 25/26
Children's Safeguarding & Family Support	Reserves	YGHM	Family Network Grant	Family Network Grant	(286,717.08)	286,717.08	0.00		0.00		0.00		0.00		0.00	To be spent by 31/3/26 - full committed in year against delivery (staffing costs) and core/operational expenditure
Children's Safeguarding & Family Support	Reserves	YMRR	Family Hubs	Family Hubs	(137,141.01)	137,141.01	0.00		0.00		0.00		0.00		0.00	Balance of year 3 (24/25) funding committed in 25/26 against outcomes delayed in 24/25
Children's Safeguarding & Family Support	Reserves	YMZF	Working Together Grant	Working Together Grant	(47,300.00)	47,300.00	0.00		0.00		0.00		0.00		0.00	Received in 2023/24 - relating to Childens Safeguarding Partnership - see YMBP
Children's Safeguarding & Family Support	Reserves	YGHJ	Care Leaver Supported Accommodation		(159,542.00)	97,400.00	(62,142.00)	62,142.00	0.00		0.00		0.00		0.00	Balance of grant committed against care leaver apprentice posts in 2025/26 and 2026/27
Children's Safeguarding & Family Support	Reserves	YMMG	Safeguarding Misc Grants Control Account		(12,340.00)		(12,340.00)		(12,340.00)		(12,340.00)		(12,340.00)		(12,340.00)	Historic reserve not currently included in projections
Children's Safeguarding & Family Support	Reserves	YMBP	C&YP LSCB	Safeguarding partnership	(98,190.81)	98,190.81	0.00		0.00		0.00		0.00		0.00	Funding for Joint Board
Children's Safeguarding & Family Support Total					**(3,339,277.43)**	**2,641,894.78**	**(697,382.65)**	**531,982.13**	**(165,400.52)**	**144,496.60**	**(20,903.92)**	**6,739.03**	**(14,164.89)**	**1,824.89**	**(12,340.00)**	
Education & Skills																
Education & Skills	Reserves	YGAD	Arthog Trading Provision		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)		(1,127.00)	Small trading provision
Education & Skills	Reserves	YKCX	Virtual School Heads - Grant		(145,815.72)	51,225.81	(94,589.91)	52,762.58	(41,827.33)	41,827.33	0.00		0.00		0.00	To Support staffing in Virtual School - relates to unspent grants in-year
Education & Skills	Reserves	YKEA	Early Years Grants		(323,297.07)	323,297.07	0.00		0.00		0.00		0.00		0.00	To Support various projects in Early Years - relates to unspent grants in-year
Education & Skills	Reserves	YFAA	Closed sch bals & BCM Clawback		(147,104.60)		(147,104.60)		(147,104.60)		(147,104.60)		(147,104.60)		(147,104.60)	To support potential job evaluation costs for staff that have now transferred to academies following conversion.
Education & Skills		YFAS	School Reorganisation Reserve	Various	(39,344.38)		(39,344.38)		(39,344.38)		(39,344.38)		(39,344.38)		(39,344.38)	To cover deficits of schools instructed to convert to academies, where the deficit reverts back to the LA
Education & Skills	Reserves	YGAB	Early Years Rent	Default	(113,121.92)	113,121.92	0.00		0.00		0.00		0.00		0.00	To support Oakengates nursery
Education & Skills	Reserves	YKAP	Stop Loss Provision		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)		(250,022.33)	To cover the excess on LA school insurance policies (e.g. in the event of a fire at a school)
Education & Skills	Reserves	YKBQ	Nursery Sustainability		(49,151.72)		(49,151.72)	49,151.72	0.00		0.00		0.00		0.00	To support Oakengates nursery
Education & Skills	Reserves	YKCF	SEN Review Reserve		(28,938.91)	28,938.91	0.00		0.00		0.00		0.00		0.00	
Education & Skills	Reserves	YSSP	Job Evaluation Provision		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)		(500,000.00)	Provision for potential costs for Job Evaluation
Education & Skills	Reserves	YFAE	School Balances - Revenue Reserves		(2,408,159.95)	100,000.00	(2,308,159.95)	100,000.00	(2,208,159.95)		(2,208,159.95)		(2,208,159.95)		(2,208,159.95)	Maintained school balances from delegated accounts
Education & Skills	School Balan	YFAH	School Balances - Capital		(995,052.91)	150,000.00	(845,052.91)	150,000.00	(695,052.91)		(695,052.91)		(695,052.91)		(695,052.91)	Maintained school balances from delegated accounts
Education & Skills	School Balan	YFAE	School Balances - Revenue		(6,294,296.84)	1,000,000.00	(5,294,296.84)	2,000,000.00	(3,294,296.84)		(3,294,296.84)		(3,294,296.84)		(3,294,296.84)	Maintained school balances from delegated accounts
Education & Skills	School Balan	YFAF	School Reserves - Community Accounts		(636,095.85)		(636,095.85)		(636,095.85)		(636,095.85)		(636,095.85)		(636,095.85)	Maintained school balances from collective school accounts
Education & Skills	Reserves	YKCC	Moderation Grant	Moderation Grant	(1.90)	1.90	0.00		0.00		0.00		0.00		0.00	Small balance to be used in 24/25
Education & Skills Total					**(11,931,531.10)**	**1,766,585.61**	**(10,164,945.49)**	**2,351,914.30**	**(7,813,031.19)**	**41,827.33**	**(7,771,203.86)**	**0.00**	**(7,771,203.86)**	**0.00**	**(7,771,203.86)**	
Health & Wellbeing																
Health & Wellbeing	Reserves	YHBM	Public Health Grant		(1,539,315.64)	730,748.00	(808,567.64)	507,000.00	(301,567.64)	301,567.64	0.00		0.00		0.00	Public Health ring-fenced grant eligible spending funding various commitments and projects
Health & Wellbeing	Reserves	YHBO	Domestic Abuse Reserve		(50,000.00)	25,000.00	(25,000.00)	25,000.00	0.00		0.00		0.00		0.00	Capacity building grant from MHCLG-Supplements spending on Domestic abuse reported to Domestic Abuse Partnership Board

DIRECTOR	Classification on Bal Sheet (Z850)	CostC	Description	Description	Actual Balance at 31.03.2025	Estimated Change during 2025 / 2026	Estimated Closing Balance 2025 / 2026	Estimated Change during 2026 / 2027	Estimated Closing Balance 2026 / 2027	Estimated Change during 2027 / 2028	Estimated Closing Balance 2027 / 2028	Estimated Change during 2028 / 2029	Estimated Closing Balance 2028 / 2029	Estimated Change during 2029 / 2030	Estimated Closing Balance 2029 / 2030	Purpose and Comments
Health & Wellbeing	Reserves	YHBP	Suicide Prevention Reserve		(88,893.62)	0.00	(88,893.62)	44,452.00	(44,441.62)	44,441.62	0.00		0.00		0.00	ICB funding committed to Suicide prevention spending
Health & Wellbeing	Reserves	WLAF	Sponsorship Fund		(1,070.35)	1,070.35	0.00		0.00		0.00		0.00		0.00	Miscellaneous grant funding for HWB projects
Health & Wellbeing	Reserves	WLAF	Sponsorship Fund	Sponsorship Fund	(3,259.29)	3,259.29	0.00		0.00		0.00		0.00		0.00	Miscellaneous grant funding for HWB projects
Health & Wellbeing Total					**(1,682,538.90)**	**760,077.64**	**(922,461.26)**	**576,452.00**	**(346,009.26)**	**346,009.26**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
Children & Family Services Council Wide																
Corporate Items	Reserves	YMCB	Budget Strategy Reserve	Job Box	(200,000.00)	10,127.08	(189,872.92)	189,872.92	0.00		0.00		0.00		0.00	To support the job box service.
Total Council Wide					**(200,000.00)**	**10,127.08**	**(189,872.92)**	**189,872.92**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	
TOTAL	**TOTAL**				**(79,281,627.58)**	**21,952,693.08**	**(57,328,934.50)**	**9,033,738.02**	**(48,295,196.48)**	**1,706,614.33**	**(46,588,582.15)**	**247,916.06**	**(46,340,666.09)**	**82,971.62**	**(46,257,694.47)**	

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Infrastructure Funding Statement

2024/25

November 2025

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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 2024 – 31 March 2025.

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 2024/2025

2 Section 106 Planning Obligations 2024/2025

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 theborough;
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 Councildecides to progress one.

2 Section 106 Planning Obligations 2024/2025

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 enhancedinfrastructure 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 asbuildings to support services such as libraries, leisure centres, primary schools, secondaryschools, health care facilities and emergency services.
3. Environmental Infrastructure - includes the provision of new or enhanced parks, publicrights of way, open space, woodland, waterways, waste infrastructure and drainage infrastructure that helps to create a more pleasant natural environment for residents andvisitors.

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 2024/2025

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 accordancewith 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

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 2024/2025. Table 1a and 1b provide an overview of the financial and non-financial contributions.

Table 1: Details of the 2024/2025 Total Monetary Contributions

Monies secured through new development agreed in 2024/25	£3,079,365.70
Monies received in 2024/25	£10,531,425.00
Monies spent in 2024/25	£2,288,828.22
Of which was capital	£1,769,622.11
Of which was revenue	£519,206.11
Monies retained at the end of 2024/25 (excluding "commuted sums" for longer term maintenance).	£29,431,390.84
Monies retained at the end of 2024/25 as "commuted sums" for longer term maintenance.	£6,569,307.10
Monies returned to developers at the end of 2024/25	£0.00

Table 2: Details of the 2024/2025 Non-Monetary Contributions

No. new affordable housing units secured in 2024/25	156	
No. affordable housing units which were provided and occupied in 2024/25	Social Rent	22
	Affordable Rent	251
	Shared Ownership	6
	Total	**279**
No. of school places for pupils to be provided through planning obligations agreed in 2024/25	Primary School Places	56
	Secondary School Places	17
	Total	**73**
No. of school places for pupils which were provided through planning obligations (whenever agreed) in 2024/25	**Total**	**34**

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

4 Section 106 Infrastructure Expenditure in 2024/25

4 Section 106 Infrastructure Expenditure in 2024/25

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 2024/25, and the amount of money, received through planning obligations, spent on each item. These are shown overleaf.

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Highways Projects	TWC/2022/0914 Former Reynolds House, Station Quarter	£82,552.84	£194,912.69	Strategic improvements to the local highway network; Station Quarter
	TWC/2018/0780 Corner of Holyhead Rd/Telford Way, Snedshill	£68,452.41		
	TWC/2020/0518 NFU House (Land at Southwater Way)	£43,907.44		
	TWC/2013/0612 Land at Telford Town Centre (Bus Station)	£120,514.68		Telford Town Centre Connectivity package; duelling of rampart way and Hall park
	TWC/2018/0658 Land East of Charlton School	£7,523.00		Improvements to North Road/ Whitchurch Road junction including new mini roundabout
	TWC/2016/0952 Roden Care Home	£17,443.70		Footpath improvements & tactile crossing fitted in development vicinity

4 Section 106 Infrastructure Expenditure in 2024/25

	TWC/2011/0575 Land South of St Michaels Church Waters Upton	£289.88	TRO, One way implemented within the vicinity
	TWC/2017/0979 Elephant & Castle	£496.46	TRO- bus stop relocation and parking restrictions installed, within vicinity
	TWC/2019/0724 Land Parcels J1 & J2 off Gatcombe Way, Priorslee East	£253.40	TROs around Gatcombe Way, Priorslee
	TWC/2013/0661 Lakeside Academy	£486.87	TROs and road layout improvements near The Telford Park School
	TWC/2014/0006 Land at Avenue Road Newport	£79.62	TROs delivered in Avenue Road, Newport
	TWC/2013/0774 New School at Priorslee	£510.78	TROs near Holy Trinity Academy, Priorslee
	W2004/0981 Land at East Ketley (KMC)	£6,000.70	TRO completed on Holyhead Road; Removal of SKCs and install new DYLs
	TWC/2012/0069 Ercall Wood New School	£8,863.33	Completed TRO on Limekiln Lane
	TWC/2011/0196 St Matthews Rd, Donnington	£5,738.89	TRO St Matthews Road and Church Road
	TWC/2013/0806 Wrockwardine Wood School Site Redevelopment	£3,370.82	TRO delivered on New Road
	TWC/2016/0804 Land at Gatcombe Way Priorslee	£1,921.00	Traffic Calming between Gatcombe Way & Highgate Drive

4 Section 106 Infrastructure Expenditure in 2024/25

	W2004/0972 Land at Lawley Farm	£7,000.00	Maintenance of Toucan crossing at Glendale Lawley & Traffic calming at Dawley Rd, Lawley
	W2004/0972 Land at Lawley Highways/Transport	£7,000.00	Contribution towards UTMS system
	W2004/0980 Land at Lawley - Traffic Lights	£7,500.00	Traffic light maintenance sum
	TWC/2013/0774 New School at Priorslee	£5,500.00	Maintenance of traffic signals and Toucan Crossing at Castle Farm Way/Priorslee Ave
	W97/0820 Land at Grooms Alley Wellington (ALDI Stores)	£3,000.00	Maintenance of traffic signals/pelican crossing at ALDI, Wellington
	TWC/2013/0676 Telford Co-Operative Academy	£4,500.00	Maintenance of traffic signals at Wrockwardine Wood Way/ New Rd
	TWC/2013/0823 Charlton BSF School	£1,500.00	Maintenance of traffic signals and Toucan Crossing at Castle Farm Way/Priorslee Ave
	W2006/0161 Trench Lock 1 Bloor Homes	£1,307.85	x2 Bus Shelters on Sommerfield Road Trench Lock, TF1 6SZ, TF1 6SX
	TWC/2014/0333 Land at corner of Stafford Rd/A41 Newport	£816.50	Bus Shelter at Daniels Cross, TF10 7RA
	TWC/2013/0774 New School at Priorslee	£510.78	Bus Shelter at Lapwing Gate, TF2 9NR
	TWC/2016/1198 Land South of Naird Lane	£485.92	x 2 Bus Shelters at Naird Roundabout, TF3 3AY

4 Section 106 Infrastructure Expenditure in 2024/25

	TWC/2021/0930 The Endeavour Centre North Rd	£433.70	Bus Shelter at North Road Farcroft, TF1 3EU
	TWC/2011/0821 Land at Wellington Rd Newport	£1,186.21	x2 Bus Shelters at Dark Lane and Moorfield Road, TF10
	W2006/0706 St Heliers Drive	£279.16	x2 Bus Shelters at St Aubin Drive, TF4 2GY & TF4 2BQ
	TWC/2013/0297 Land off Edgmond Rd Newport	£495.98	Bus Shelters at Stone Bridge and Chetwynd End, Newport
	W2004/0981 KMC (Bus shelters)	£988.38	x2 Bus Shelters at Ketley, TF1 5AN & TF1 5AH

	Development Site	**S106 Contributions Spent**		**Project Delivered**
		Individual	Total	
Outdoor Recreation Projects	TWC/2012/0787 Former White Hart Pub	£750.00	£6,300.00	Contribution towards Telford Town Park Adventure Golf
	TWC/2013/0592 Former Ever Ready Site	£350.00		
	TWC/2020/0518 NFU House (Land at Southwater Way)	£5,200.00		
	TWC/2011/0827 Land at Audley Ave	£17,292.25		Contribution towards Burton Borough 3G Pitch improvements

4 Section 106 Infrastructure Expenditure in 2024/25

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Play Area Projects	TWC/2019/1046 Ironbridge Power Station	£96,654.89		Installation of new play facilities at Dale End Park, Ironbridge
	TWC/2021/1220 The Lion Inn, 1 Newport Road	£14,393.46		Contribution towards the refurbishments of Edgmond Play Area
	TWC/2018/0658 Land east of Charlton School	£37,784.91		Upgrades to Severn Drive Play Area; including the removal of old equipment, and replace with new equipment
	TWC/2016/0978 Land to the rear of 32 Bratton road	£9,108.00		Upgrade of Squirrel Meadow Play Area; removal of old equipment, and replacement with new accessible equipment
	TWC/2011/0827 Audley Avenue (Housing)	£4,900.00		Contribution towards enhancements at Shukers Play Area and Playing Fields

Figures 1&2 : Upgrades to Severn Drive Play Area





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4 Section 106 Infrastructure Expenditure in 2024/25

Figures 3&4 : Installation of new play facilities at Dale End Park, Ironbridge





4 Section 106 Infrastructure Expenditure in 2024/25

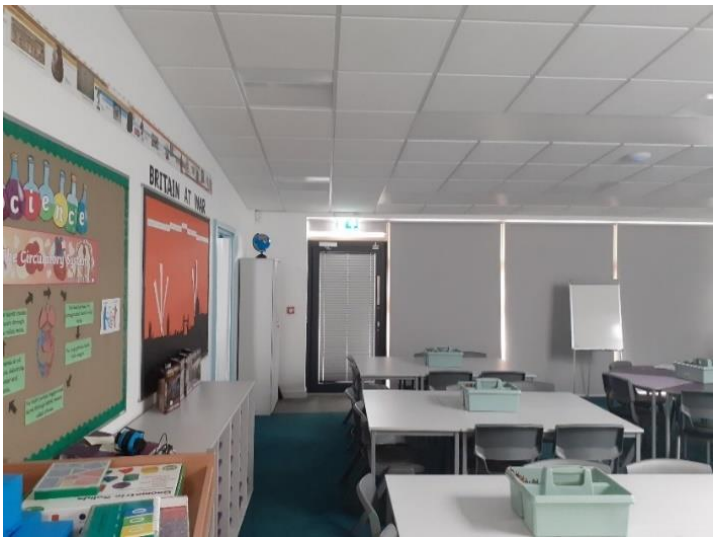
	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Education Projects	TWC/2019/1031 Site of Royston, 68 Rosecroft, 9 & 70 Park Rd/Leonards Rd Malinslee	£6.490.42	£37,127.50	Contribution towards the 7 class room expansion of Lawley Village Academy
	TWC/2019/0487 Land West of Lawford Close off Majestic Way	£5,838.09		
	TWC/2020/0518 NFU House (Land at Southwater Way)	£7,081.82		
	TWC/2021/0670 Former Doseley Works (Phase 3C2), Doseley	£8,357.34		
	TWC/2012/0650 Land off Doseley Works, Doseley	£9,359.83		
	TWC/2019/0252 Sheldar/Covings/ The Old Stables, Tibberton	£348.30	£16,068.50	Contribution towards the Hall extension at The Burton Borough School
	TWC/2021/0795 Land West of Station Road, Newport	£15,720.20		
	TWC/2021/0557 Land at Woodhouse Farm	£5,326.74	£83,032.25	Contribution towards the expansion and remodelling of Southall School
	TWC/2022/0390 Former New College Site Wellington	£77,705.51		
	TWC/2021/1179 Land at Hadley Quarry, Hadley Road	£206,009.88	£212,429.74	Improvements to Ercall Wood Expansion; classroom extension
	TWC/2020/0987 Land between Collier's Way and Park Lane, Old Park	£6,419.86		

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	TWC/2011/0827 Audley Ave (Housing)	£267,493.27	Contribution towards the Roofing Works at The Burton Borough School
	TWC/2011/0821 Land at Wellington Rd Newport	£4,098.68	Contribution towards Newport Junior Remodelling
	TWC/2016/0107 Former Concrete Works Lightmoor	£6,916.64	Contribution towards system upgrades and improvements at Lightmoor Primary
	TWC/2014/1080 Land at Mill Lane Tibberton	£4,467.22	Improvements to Tibberton CofE Primary School
	TWC/2019/0753 Land between Arleston Lane & Dawley Rd	£258.50	Contribution towards Telford Langley School Expansion
	TWC/2021/1179 Land at Hadley Quarry, Hadley Road	£181,576.36	Improvements to Milbrook Primary School; classroom expansion
	TWC/2016/0107 Former Concrete Works Lightmoor	£7,372.68	Contribution towards improvements at Captain Webb Primary

Figures 5&6: class room expansion of Lawley Village Academy





4 Section 106 Infrastructure Expenditure in 2024/25

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Natural Environment Enhancements	Not a S106 - Teelake Boulavard	£626.49	£64,800.00	Delivery of an i-Tree Eco Study; to quantify and assess trees within the Borough
	TWC/2014/0656 Land adj to Stone House Shifnal Rd Priorslee	£5283.41		
	TWC/2022/0040 Land rear of Wrap Film System Ltd	£58,890.10		
	TWC/2022/0040 Land rear of Wrap Film System Ltd	£9948.41	£12,983.14	Biodiversity Improvements Bean Hill Valley LNR; wildlife seeding
	TWC/2019/0503 Land South/West of Donnerville Drive, Admaston	£3034.73		
	TWC/2022/0040 Land rear of Wrap Film System Ltd	£19,310.40		Improvements to biodiversity; creation & establishment of species rich hedgerows at Dothill LNR and Granville
	TWC/2016/0562 Former Beeches Hospital, Ironbridge	£4,719.70		Grounds Maintenance and upgrading of footpath at The Beeches, Ironbridge
	TWC/2015/0843 B1-B3 Apley Castle (Peregrine Way)	£6,470.00		Improvements to Woodland; Apley Wood Tree Planting
	W2003/1316, TWC/2010/0722 Redhill - Ecological Park	£11,130.00		Biodiversity Works; including pond clearance at Redhill Ecology Park
	W95/0331 Harley Close Dothill	£4,732.48		Pathway works and clearing at Dothill LNR

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4 Section 106 Infrastructure Expenditure in 2024/25

	TWC/2021/0737 New Works Solar Farm	£47,460.48	Great Crested Newt Licence payment relating to TWC/2021/0737
	TWC/2016/0562 Former Beeches Hospital, Ironbridge	£2,000.00	Contribution towards the production of Great Crested Newt Surveys and reports
	TWC/2019/1046 Ironbridge PowerStation	£31,478.76	Transfer of funds to Severn Gorge Community Trust in line with the S106 Agreement
	TWC/2019/1046 Ironbridge PowerStation	£13,850.00	Tree Planting at Dale End Park, following tree management safety inspections

Figures 7&8: Pond Clearance at Redhill Ecology Park





4 Section 106 Infrastructure Expenditure in 2024/25

Figure 9: New footpath at The Beeches, Ironbridge



4 Section 106 Infrastructure Expenditure in 2024/25

	Development Site	S106 Contributions Spent		Project Delivered
		Individual	Total	
Public Rights of Way Projects	TWC/2010/0111 & TWC/2014/0258 Land at Former Ibstock Brickworks	£1,124.55	£10,120.00	Contribution towards upgrading the footpath at Farm Lane Stirchley
	TWC/2012/0650 & TWC/2014/0237 Land off Doseley Road, Doseley	£108.95		
	TWC/2020/1056 The Hem, Stirchley Interchange	£8,767.17		
	TWC/2014/0746 Site of Maxell Europe Ltd	£119.33		
	TWC/2021/0046 Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£112,400.00		Contribution towards bridleway, footpath repairs and improvements at Granville Country Park
	TWC/2016/0107 Former Concrete Works Lightmoor	£6,500.00		Footpath improvements at Holywell Lane, Lightmoor
	TWC/2014/0746 Site of Maxell Europe Ltd	£3,500.00		Contribution towards the footpath works to create a footpath from Silkin way to Donnerville Drive.

4 Section 106 Infrastructure Expenditure in 2024/25

Table 4: Revenue Expenditure in 2023-2024

	Project/Type	Receipts Spent
Revenue Spending	Bus Subsidy	£350,955.69
	Lightmoor Wildlife Park	£48,900.00
	Project Delivery	£41,707.73
	Play Area Maintenance	£18,000.00
	Landscape Management	£7,220.00
	Drainage Inspection Maintenance	£1,141.20
	Outdoor Recreation Maintenance	£1,400.00
	Ecology Improvements	£536.73
	Total	£469,881.35

Other Expenditure

4.2 The total amount of money, received through planning obligations, spent in 2024/25 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 2024/25 in respect of monitoring in relation to the delivery of planning obligations: £49,344.76

5 Section 106 Receipts Retained

5 Section 106 Receipts Retained

5.1 The total amount of money, received through planning obligations prior to 2024/25, *which had not been allocated* (to an infrastructure project or item) by the end of 2024/25: £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 2024/25 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 2024/25, have been allocated (but not spent) and the amount allocated to each item: **£29,431,390.84** see the tables below

5 Section 106 Receipts Retained

Table 5: Contributions retained, categorised by contribution type

Play Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2013/0855	Land rear of Willow Tree Cottage Station Rd Newport	£3,410.25	Recreational facilities at Wallshead Way Church Aston
	TWC/2013/0592	Former Ever Ready Site	£6,440.72	Recreation & Leisure contributions in the vicinity
	TWC/2011/0827	Land at Audley Ave	£137,794.43	Improvements to local play facilities
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£55,470.55	Off-site play & recreation within the vicinity
	TWC/2018/0658	Land East of Charlton School	£2,682.94	Upgrade local play area
	TWC/2018/1019	Land South of Newcommon way	£44,087.81	The Saplings Play Area
	TWC/2020/0168	Land adjacent to 23 Wellington Road Muxton	£20,777.39	Play & recreation within 1000 meters from the development site
	TWC/2021/0852	Site of Castle Lodge Dawley	£9,032.32	Recreation in lieu of agreement
	TWC/2021/0557	Land at Woodhouse Farm	£10,228.09	Contribution to off-site play & recreation
	TWC/2016/0107	Former Concrete Works, Lightmoor	£39,780.90	Enhancement of existing play at Croppings/ Stocking Park & Holywell Meadow Play Area
	TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£63,203.31	Enhancement of children's Play facilities

5 Section 106 Receipts Retained

	TWC/2022/0596	Former Abacus Day Nursery, Ketley Bank	£38,026.90	Play/recreation and sport facilities improvements locally to Ketley
	W2002/0175	Salters Lane, Newport	£2,124.48	Play facilities within the vicinity
	TWC/2014/0333	Land at corner of Stafford Rd /A41, Newport	£66,159.12	Contribution to off-site play & recreation within the area
	TWC/2014/0888	Land adj to The Old Rectory Waters Upton	£4,853.02	Contribution to play/recreation facilities within the area
	TWC/2014/0656	Land adj to Stone House Shifnal Rd, Priorslee	£5,631.66	Play equipment/Recreational facilities & environmental/tree enhancements
	Totals		**£509,703.89**	

5 Section 106 Receipts Retained

	Planning Application No	Scheme	Bal Carried Forward	Project
Outdoor Recreation Contributions Retained	TWC/2015/0060	Coddon Sports & Social Club	£12,017.55	Contribution to replacement bowling facilities within the borough
	W2007/1521	Land at DSDC,Station Rd Donnington	£9,722.16	Facilities at Broadoak Field including pitch drainage
	W2004/0972	Land at Lawley Farm	£45,291.46	Newdale sports pitch contribution
	TWC/2010/0200	Somerfield Rd (Phase 2)	£3,406.23	Landscaping & upgrading existing recreation facilities
	W2004/0980	Lawley Common Sports Pitches	£887,941.80	Lawley Common sports pitches
	TWC/2012/0371	Land at Muxton C2 & C3	£36,550.01	Marsh Brook Way recreation contribution
	TWC/2012/0609 & TWC/2014/1124	Woodlands Primary Redevelopment	£66,468.50	Off-site pitch improvements at William Reynolds School
	TWC/2012/0787	Former White Hart Pub	£6,970.05	Recreation contribution
	TWC/2017/0454	Land at The Vineyard North Rd Wellington	£7,799.12	Recreation facilities at Bowring Park
	TWC/2017/0714	Snedshill Way	£13,515.63	Outdoor recreation inthe vicinity
	TWC/2011/0827	Land at Audley Ave	£118,240.25	Sports pitch improvements at Shukers Field
	TWC/2019/0228	Land adj to The Shires Shifnal Rd	£5,880.70	Recreation within the vicinity

5 Section 106 Receipts Retained

	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£6,140.12	Recreation at Norbroom Park
	TWC/2016/1152	Parkland House Audley Ave	£35,251.50	Play and recreation at Shukers Field
	TWC/2019/1031	Site of Royston, 68 Rosecroft, 9&70 Park Rd/ Leonards Rd Malinslee	£22,803.43	Expanding play area at Malinslee Centre (off Brunel Road)
	TWC/2020/0518	NFU House (Land at Southwater Way)	£11,488.69	Leisure and sports facilities at Telford Town Park
	TWC/2012/0961	Land at Orchard House Tibberton	£7,680.89	Recreation facilities within Tibberton Parish
	TWC/2018/0435	Site of Bowring Hall, 300 Holyhead Road, Wellington	£10,764.13	Existing play andrecreation facilities at Bowring Park
	TWC/2019/1043	Wellington & District Cottage Care	£10,092.71	Upgrading existing play & recreation facilities at Bowring Park
	TWC/2020/0886	Site of Webb Cres & Windsor Rd Dawley	£10,933.13	Recreation facilities at Portley Road Dawley
	TWC/2019/0974	Land at the corner of Redhill Way/A5	£391,635.10	Provision of sports pitch facilities
	TWC/2014/0746	Site of Maxell Europe Ltd	£144,619.65	Sport & leisure facilities at Apley Pool
	TWC/2021/0557	Land at Woodhouse Farm	£10,228.09	Sport & leisure facilities situated within the vicinity of the development

5 Section 106 Receipts Retained

	TWC/2016/0107	Former Concrete Works Lightmoor	£39,780.90	Recreation facilities at Croppings/ Stocking Park & Holywell Meadow Play Area
	TWC/2021/0795	Land West of Station Road, Newport	£223,054.56	New sports pitch SW of Burton Borough School
	TWC/2019/0503	Land South/West of Donnerville Drive, Admaston	£4,325.80	Enhancement of recreational play facilities Admaston Playing field/ Pemberton Road Play Area
	TWC/2021/1220	The Lion Inn, 1 Newport Road	£19,174.23	Improvements to nearby sport facilities
	W2005/1547 & TWC/2011/0285	George Hill, Upper Bar, Newport	£11,266.24	Off-site recreation facilities
	TWC/2011/0334	Land at Newport Business Park	£1,711.41	New LEAP & improvements to Shukers Field
	TWC/2010/0089	Highfield House	£693.65	Contribution to upgrade local community facilities
	TWC/2014/0360	Land at Heath Hill/Balls Hill	£2,991.27	Contribution to bowling facilities in Dawley
	TWC/2014/0010	Land at Chilcott Drive Madeley	£10,184.53	Contribution towards Hills Lane Drive play area
	Total		**£2,188,623.49**	

5 Section 106 Receipts Retained

Highways	Planning Application No	Scheme	Bal Carried forward	Project
	W2004/0972	Land at Lawley Farm	£53,449.60	Toucan crossing at Glendale Lawley & traffic calming at Dawley Rd, Lawley
	W2004/0972	Land at Lawley Highways/Transport	£44,801.28	Traffic management works in Lawley
	TWC/2013/0096	Land at East Ketley - KMC Cycle Routes	£83,407.51	Land at East Ketley-KMC Cycle Routes
	TWC/2016/0535	Springfields Industrial Estate Newport	£5,735.20	Double yellow lines to development front & nearby junction
	TWC/2016/0804	Land at Gatcombe Way Priorslee	£8,867.83	Traffic calming between Gatcombe Way & Highgate Drive
	TWC/2015/0217	Site A pool Hill Road Horsehay	£9,053.35	Road safety improvements at Pool Hill/ Doseley junction
	TWC/2013/1033	Land off Haygate Rd	£23,559.14	Traffic calming in the vicinity
	TWC/2017/0714	Snedshill Way	£37,340.57	Highway works in the vicinity
	TWC/2016/0365	Farmstead at Sutherland FarmTibberton	£6,503.38	Passing place on Back Lane & legal fee
	TWC/2016/0446	61 Plantation Rd Tibberton	£8,052.33	Traffic & speed management on B5062
	TWC/2016/0562	Former Beeches Hospital site Ironbridge	£10,743.47	Improvements to highway signing

5 Section 106 Receipts Retained

	TWC/2016/1182	Land North of Roden Lane Farm Roden	£39,403.53	Traffic calming on Roden Lane
	TWC/2015/1079	Sambrook Hall Farm	£3,656.58	Contribution to alteration of priority at junction of west of main access to the development
	TWC/2019/0753	Land between Arleston Lane & Dawley Rd	£8,044.95	Dawley Rd 40mph Signs & lines
	TWC/2018/0658	Land East of Charlton School	£48,517.27	Various highway schemes
	TWC/2019/0252	Land east/south east Sheldar / Covings / The Old Stables Tibberton	£34,721.98	Traffic & speed management within the vicinity of Back Lane Tibberton
	TWC/2018/0361	Land at 66 Tibberton	£3,487.82	Traffic management on B5062
	TWC/2015/0157	Land at FormerDairy Crest site Crudgington	£57,866.88	Highway improvements to existing junctions on A442 between & including Crudgington crossroads & Shawbirch round-a-bout
	TWC/2014/1080	Land at Mill Lane at Tibberton	£62,872.34	Traffic & speed management scheme and highway safety improvements B5062
	TWC/2017/0321	Halesfield 18 & 20	£104,461.88	Highways works at the Brockton Interchange

5 Section 106 Receipts Retained

	TWC/ 2021/0670	Former Doseley Works (Phase 3C2)	£13,785.36	Improvements on St Luke's Rd/Frame Lane
	TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£14,945.55	Traffic management scheme along Colliers Way
	TWC/2021/0806	Land at Corner Colliers Way/Rock Road	£30,276.06	Highways improvement works at the junction between Colliers Way and Rock
	TWC/2019/0216	Land rear of Merlin House Halesfield 19	£17,719.20	Towards improvements to Naird / Randley interchange and/or Brockton loop
	TWC/2021/0937	Land Adj to Golden Bear Products	£16,257.30	Strategic Highway Network Improvements
	TWC/2020/0680	Land adj to Confresco Hortonwood 45	£91,342.56	Pedestrian/ cycle route improvements within Hortonwood
	TWC/2011/1102	Land off Beech Road, Madeley	£19,706.44	Highway public footpath improvements in the vicinity of the development land
	TWC/2023/0565	Greenacres and The Bungalow	£10,484.53	Traffic calming scheme along Church Street, St Georges
	TWC/2021/1179	Land at Hadley Quarry, Hadley Road	£39,010.12	Offsite cycle/pedestrian route alongside Sommerfield Road
	TWC/2022/0573	Former Woodside Social Club	£19,640.00	Bus stop improvements along Woodside Avenue

5 Section 106 Receipts Retained

	TWC/2023/0048	Dale Brothers, Hortonwood 67	£3,028.82	Potential implementation of parking restrictions in vicinity
	W2005/1547 & TWC/2011/0285	Land at Upper Bar Newport George Hill	£14,198.30	Traffic calming in the vicinity
	W84/0657	Donnerville Gardens	£16,707.77	Private drive maintenance
	TWC/2010/0492	Madeley Academy Sixth Form extension	£14,289.68	Highways improvements to footway crossing the Ironbridge bypass at the Castlefields roundabout
	TWC/2010/0111 & TWC/2014/0258	Land at Former Ibstock Brickworks	£27,284.30	Highway improvements at Brick Kiln Bank & Broadmeadow Lane
	Total		**£1,003,222.88**	

Community Facility contributions Retained	**Planning Application No**	**Scheme**	**Bal Carried forward**	**Project**
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£21,594.72	Contribution towards Disabled angling at Apley pool
	TWC/2019/1046	Ironbridge Power Station	£59,455.75	Public Realm (Heritage) Improvements Contribution
	TWC/2020/1056	The Hem, Stirchley Interchange	£43,615.67	CCTV Cameras along Nedge Lane
	Totals		**£124,666.14**	

5 Section 106 Receipts Retained

Strategic Highways	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2013/1033	Land off Haygate Rd	£536,362.38	Highway works, Junction improvements in the vicinity
	TWC/2018/0775	Land adj to B8 MOD Hortonwood	£74,376.80	Strategic highway improvements
	TWC/2018/0757	Land at rear of Hadley Park House Hotel	£158,923.71	Highway improvements on the network - servicing Hadley Park & Hortonwood West
	TWC/2014/0113	Former British Sugar site Allscott	£137,523.09	Roundabout & level crossing contribution
	TWC/2018/0658	Land East of Charlton School	£32,460.79	Telford & Wrekin Growth Point Strategy
	TWC/2019/0840	Land North East of Halesfield Roundabout	£35,811.59	Telford & Wrekin Growth Point Strategy
	TWC/2015/0728	Land at corner of Redhill Way/A5	£711,127.15	Highway works to Limekiln way & Junction 5 M54
	TWC/2014/0746	Site of Maxell Europe Ltd	£274,374.77	Contribution towards Shawbirch roundabout
	TWC/2020/0168	Land adj to 23 Wellington Road Muxton	£41,376.59	Contribution towards the strategic highway network
	TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£1,237,480.07	Highway works to junction 4 M54
	TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£89,216.27	Strategic Highways Network improvements

5 Section 106 Receipts Retained

	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£123,447.87	Highways Infrastructure improvements in accordance with Transport Growth Strategy
	TWC/2021/0010	Land opposite Wrap Film Systems ltd Hortonwood 40	£82,037.63	Strategic Highway Network Improvements
	TWC/2021/0795	Land West of Station Road, Newport	£288,315.43	Highway infrastructure improvement to A518 and A41 Coridor
	TWC/2021/1228	Land West of Melita UK Ltd, Hortonwood 45, Hortonwood	£68,593.37	Strategic Highway Network Improvements
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£96,275.46	Strategic Highway Network Improvements
	TWC/2020/0987	Land between Collier's Way and Park Lane, Old Park	£101,242.58	Telford & Wrekin Growth Point Strategy
	TWC/2018/0701	Former Charlton School, Severn Drive	£628,184.97	Provision of Junction upgrade at Apley Ave/ Whitchurch Road Junction
	TWC/2021/0937	Land adj to Golden Bear Products	£65,568.34	Strategic Highways Network improvements
	TWC/2020/0680	Land adj to Confresco Hortonwood 45	£111,602.30	Strategic Highways Network Contribution
	TWC/2020/1056	The Hem, Stirchley Interchange	£106,369.70	Strategic Highways Network Contribution

5 Section 106 Receipts Retained

	TWC/2021/1179	Land at Hadley Quarry, Hadley Road	£173,925.91	Strategic Highway Network Improvements
	TWC/2013/0083	Land at Hadley Park West (Oakehampton Rd)	£85,508.44	Contribution to Leegomery round-a-bout improvements
	Total		**£5,260,105.21**	

Transport Contributions Retained	**Planning Application No**	**Scheme**	**Bal Carried Forward**	**Project**
	W2004/0972	Land at Lawley Farm	£6,196.60	Bus shelter at Dawley Rd Lawley
	TWC/2013/0887	Land at Audley Ave (ALDI)	£13,844.44	Bus shelter & bus stop at Audley Ave
	TWC/2017/0941	Land West of Castle Farm Way Priorslee	£12,113.94	Bus stop improvements in vicinity of development
	TWC/2011/0827	Audley Ave (Housing)	£1,095.90	Newport Town Centre Bus Station Contribution
	TWC/2019/0974	Land at the corner of Redhill Way/A5	£128,166.82	Contribution to Public Transport
	TWC/2014/0746	Site of Maxell Europe Ltd	£45,669.08	Bus Stop Contribution
	TWC/2021/0010	East side of Hortonwood 40	£30,910.54	Cycle Route Contribution

5 Section 106 Receipts Retained

	TWC/2021/0010	Land opposite Wrap Film Systems ltd Hortonwood 40	£6,165.09	Cycle Route Works; alterations to the existing verge and footway on the southern side of Hortonwood 60 between its junction with Hortonwood 40 and Hortonwood 50 to create a new footway/ cycleway
	TWC/2021/0795	Land West of Station Road, Newport	£30,671.86	Provision of bus stops/shelter on Station Road Between A518 roundabout and Station Court
	TWC/2022/0924	Oakengates Town Improvements	£11,622.59	Contribution towards new bus shelter
	Total		**£286,456.86**	

Affordable Housing Contributions Retained	**Planning Application No**	**Scheme**	**Bal Carried forward**	**Project**
	TWC/2011/0821	Land at Wellington Rd Newport	£1,483,471.69	Contribution to affordable housing delivery in Newport
	TWC/2016/0560	Land between Beech Hill & Blue House Farms	£413,683.21	Contribution to affordable housing delivery in Newport or Edgmond
	TWC/2013/1033	Land off Haygate Rd	£9,965.24	Contribution to affordable housing delivery within Wellington
	Totals		**£1,907,120.14**	

5 Section 106 Receipts Retained

Education Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2012/0530	Land at Priorslee East (HCA)	£413,050.09	Contribution towards enhancements to existing Primary facilities
	W2006/0291 & TWC/2011/0541 & TWC/2015/0843	B1/B3 Apley Castle (Perigrine Way)	£152,906.56	Contribution towards Milbrook Primary extension
	TWC/2013/1033	Land off Haygate Rd	£1,084,469.82	Primary & Secondary Contributions
	TWC/2017/0941	Land West of Castle Farm Way Priorslee	£1,032,572.98	Contribution towards Primary Education and Holy Trinity Academy
	TWC/2016/0562	Former Beeches Hospital site Ironbridge	£31,887.91	Remodelling Madeley Primary school
	TWC/2011/0827	Audley Ave (Housing)	£67,040.31	Improvements to Education facilities Newport Infants and Burton Borough school
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£121,862.44	Remodelling Church Aston School
	TWC/2016/0978	Land to rear of32 Bratton Rd	£62,744.99	Primary Education at Wrekin View Primary
	TWC/2015/0157	Land at Former Dairy Crest site Crudgington	£705,445.47	Primary and Secondary school contributions and secondary school transport
	TWC/2019/0974	Land at the corner of Redhill Way/A5	£951,196.49	Provision of Primary and Secondary Education

5 Section 106 Receipts Retained

	TWC/2014/0746	Site of Maxell Europe Ltd	£1,906,290.95	Education facilities at Millbrook Primary School & Charlton School
	TWC/2014/0980	Land at Priorslee (Land between Castle Farm Way & A5)	£7,002,944.16	Provision of a New Free Primary School at Priorslee
	TWC/2019/0724	J1 & J2 off Gatcombe Way (Priorslee East)	£323,331.33	Primary & Secondary Education within 3 miles of the development
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£968,510.50	Primary & Secondary Education within the development vicinity
	TWC/ 2021/0795	Land West of Station Road, Newport	£143,150.98	Improvements to local primary & secondary schools within 3 mile radius of the site
	TWC/2022/0390	Former New College Site Wellington	£73,566.84	Primary & Secondary Education in Wellington
	TWC/2014/0980	Land at Priorslee Secondary Education	£324,825.02	Secondary Education within the vicinity
	TWC/2022/0596	Former Abacus Day Nursery, Ketley Bank	£138,740.73	Improvements to local primary & secondary schools
	TWC/2020/1056	The Hem, Stirchley Interchange	£509,012.77	Primary & secondary Education provision
	TWC/2021/1220	The Lion Inn, 1 Newport Road	£144,212.32	Primary & secondary Education provision
	TWC/2021/1179	Land at Hadley Quarry, Hadley Road	£264,838.49	Additional primary & secondary school provision
	Totals		**£16,422,601.15**	

5 Section 106 Receipts Retained

Ecology Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2018/0252	Pool Hill Plot E Dawley	£15,199.15	Maintenance of ecology area
	TWC/2016/0562	Former Beeches Hospital Ironbridge	£7,412.72	Enhancements to Local Wildlife site at The Beeches
	TWC/2019/0487	Land West of Lawford Close, off Majestic Way	£60,156.79	Improvements & maintenance of Dawley pools & pit mounds
	TWC/2018/1019	Land South of Newcommon way	£27,607.42	Enhancements to adopted LNR at Rough Park
	TWC/2021/0127	Halesfield 18 & 20	£39,124.34	Biodiversity enhancements
	TWC/2021/0046	Land North/East of Lodge Rd caravan site (Donnington Wood Way)	£16,896.34	Biodiversity enhancements
	TWC/2021/0010	Land on the East side of Hortonwood 40	£24,781.69	Tree and Ecology mitigation
	TWC/2016/0107	Former Concrete Works Lightmoor	£14,411.35	Reptile habitat work at Lightmoor Wildlife Park
	TWC/2021/0968	Plot 6 Hortonwood	£815.93	Newt licensing
	TWC/2021/1228	Land West of Melita UK Ltd, Hortonwood 45, Hortonwood	£23,894.13	Biodiversity Offsetting Biodiversity net-gain
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£148,691.56	Biodiversity enhancements
	TWC/2021/0806	Land at Corner Colliers Way/Rock Road	£84,985.07	Biodiversity enhancements

5 Section 106 Receipts Retained

	TWC/2022/0881	Former Dunn Cow, Little Dawley	£1,501.34	Biodiversity enhancements
	TWC/2018/0701	Former Charlton School, Severn Drive	£46,042.66	Improvement & maintenance of the Dothill LNR & repair, maintenance, creation of footpaths
	TWC/2021/0937	Land Adj to Golden Bear Products	£95,204.86	Biodiversity enhancements
	TWC/2022/0914	Former Reynolds House, Station Quarter	£83,267.82	Biodiversity enhancements
	TWC/2021/0737	New Works Solar Farm	£2,392.11	Strategic Newt Licensing & habitat delivery
	TWC/2019/0503	Land South/West of Donnerville Drive, Admaston	£916.25	Bean Hill Valley LNR Works
	TWC/2021/1179	Land at Hadley Quarry, Hadley Road	£97,706.99	Biodiversity offsetting contribution
	TWC/2022/0573	Former Woodside Social Club	£25,650.00	Biodiversity offsetting contribution
	Totals		**£816,658.52**	

Public Rights of Way Contributions Retained	**Planning Application No**	**Scheme**	**Bal Carried forward**	**Project**
	TWC/2014/0230	Back Lane/Plantation Rd Tibberton	£6,919.75	Rights of way improvement sum for Tibberton
	TWC/2016/0918	The Red Lion Holly Rd Little Dawley	£7,384.89	Improvements to pedestrian link between Hafren Rd & Holly Rd Little Dawley

5 Section 106 Receipts Retained

	TWC/2013/1033	Land off Haygate Rd	£9,523.13	Rights of way improvement sum in Wellington
	TWC/2018/0524	Croppings Farm Stoney Hill	£10,642.96	Improvements to Rights of way connecting Stoney Hill to Lightmoor Way
	TWC/2017/0233 & TWC/2018/0659	Plough Lane Newport	£26,419.35	Footpath provisions at canal bridge and top of Newport Canal
	TWC/2014/0113	Former British Sugar site Allscott	£2,708.47	Rights of way improvement sum in development vicinity
	TWC/2018/0361	Land at 66 Tibberton	£1,395.11	Rights of way improvement sum in Tibberton
	TWC/2018/1019	Land South of Newcommon way	£1,921.04	Rights of way improvement sum in development vicinity
	TWC/2014/0746	Site of Maxell Europe Ltd	£49,372.82	Works to improve footpaths around Apley Pool
	TWC/2016/0107	Former Concrete Works Lightmoor	£36,404.18	Rights of way improvement sum in development vicinity
	TWC/2021/0795	Land West of Station Road, Newport	£11,962.68	Rights of way improvement in Newport
	Totals		**£164,654.38**	

5 Section 106 Receipts Retained

Tree Contributions Retained	Planning Application No	Scheme	Bal Carried forward	Project
	TWC/2010/0722	Redhill - Ecological Park	£265,887.01	Maintenance according to landscape plan of Redhill Ecological Park
	W2004/0972	Lawley trees	£24,664.15	Maintenance of street trees in Lawley
	TWC/2012/0371	Land at Muxton C2 & C3	£7,915.76	Footpath creation in the vicinity
	TWC/2015/0843	B1/B3 Apley Castle (Peregrine Way)	£59,468.39	Management of tree lined Avenue, Apley Woods
	TWC/2020/0518	NFU House (Land at Southwater Way)	£8,124.24	Management of woodland (Nuplace site)
	TWC/2021/0795	Land West of Station Road, Newport	£29,386.42	Tree replacement contribution
	TWC/2021/1228	Land West of Melita UK Ltd, Hortonwood 45	£49,461.93	Tree replacement contribution
	TWC/2022/0040	Land rear of Wrap Film System Ltd	£36,534.02	Tree replacement contribution
	TWC/2021/0937	Land adj to Golden Bear Products	£58,282.84	Tree replacement contribution
	TWC/2019/1046	Iron Bridge Power Station	£60,228.06	Tree management/ safety inspections and planting relating to increased pressure/footfall in the Gorge

5 Section 106 Receipts Retained

	TWC/2020/1056	The Hem, Stirchley Interchange	£90,213.42	Woodland Management Contribution
	TWC/2024/0384	Former Dun Cow Public House, New Street, Dawley	£43,011.94	Tree Loss Offset Contribution
	TWC/2022/0573	Former Woodside Social Club	£14,400.00	Tree replacement contribution
	Totals		**£747,578.18**	

TELFORD & WREKIN COUNCIL
REVENUE BASE BUDGET
(before savings and any final grant changes)

	2026/27 GROSS EXPENDITURE £	2026/27 GROSS INCOME £	2026/27 NET EXPENDITURE £
Finance, People & IDT	43,456,259	20,892,139	22,564,121
Policy & Governance	10,410,043	8,833,049	1,576,994
Adult Social Care	155,641,982	48,400,911	107,241,071
Housing, Commercial & Customer Services	92,966,869	83,772,315	9,194,554
Children's Safeguarding & Family Support	72,031,977	16,358,698	55,673,279
Education & Skills	174,611,652	159,437,482	15,174,170
Health & Wellbeing	13,276,036	12,194,808	1,081,228
Neighbourhood & Enforcement Services	54,264,111	17,613,026	36,651,085
Prosperity & Investment	29,863,000	35,375,669	(5,512,669)
Corporate Items	18,052,771	27,418,684	(9,365,913)
Netting off of Internal Recharges included above	(62,717,779)	(62,717,779)	0
Total Net Budget	**601,856,922**	**367,579,001**	**234,277,920**

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APPENDIX 8

ANALYSIS OF BASE BUDGET MOVEMENTS

Base Budget Movements from 2025/26	**2026/27**	
	£'000	£'000
2025/26 Base Budget		**167,639**
One-Off Contingencies in 25/26		(3,250)
		164,389
Inflation		
General - major contracts	2,058	
Pay Inflation	1,460	
		3,518
Council Wide Items		
Specific Grants Rolling into Revenue Support Grant	29,052	
Pensions - benefit from triennial evaluation - reduction in employers contribution and fully funded position	(4,000)	
Changes to various Government Grants (including Extended Producer Responsibility)	810	
Revenue costs of Council Investment Programme	1,021	
		26,883
Capital/Treasury		
Cost of Capital Programme	3,555	
		3,555
Service Pressures		
Children's Pressures	4,617	
Adults Additional cost pressures	25,283	
Other	4,055	
		33,955
Savings		
Adjustments ref. one off savings identified in 24/25	266	
Assumed savings ref. capital investments	(100)	
Adjustments to Savings identified in 25/26	1,812	
		1,978
Base Budget		**234,278**
Less Funding		
Council Tax Income	93,859	
Council Tax increases	4,683	
Council Tax growth in base	3,066	
Council Tax Collection Fund	2,657	
Revenue Support Grant	19,468	
Grants Transferred to RSG (Formula Funding Review)	29,052	
Locally Retained Business Rates	50,716	
Top Up Grant	10,093	
Total Funding		**213,594**
Base Budget Gap		**20,684**

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SCHEDULE OF ADDITIONAL SAVINGS PROPOSALS

Description of Saving	2025/26 £	2026/27 £	2027/28 £	2028/29 £	Total Saving £
Service Restructures and staff savings across the organisation	527,750	138,917	(26,000)	0	640,667
Income generation including Nuplace, leisure services and trading operations	4,145,527	2,961,720	(1,656,500)	141,000	5,591,747
Service Review/Re-design/Procurement	4,233,506	7,302,918	322,269	182,269	12,040,962
Optimise Funding Streams (NDR and C Tax)	0	70,000	0	0	70,000
Efficiencies through rationalisation of properties	0	550,000	0	0	550,000
Various other efficiencies across the organisation	396,920	356,376	(533,000)	0	220,296
TOTAL SAVINGS	**9,303,703**	**11,379,931**	**(1,893,231)**	**323,269**	**19,113,672**

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Appendix 10

Children's Safeguarding & Family Support – Continuous Improvement Plan (2025 Update, with JSNA Data)

Introduction

Children's social care across England is experiencing unprecedented demand and financial pressure. Nationally, councils spent over £12.2 billion on children's social care in 2022/23 - a rise of more than £600 million (5%) from the previous year. This represents an increase of over £2 billion in just six years, with costs now more than £1 billion higher than in 2010/11. The most significant growth has been in residential care placements, where expenditure has risen by 89% since 2010/11, driven by both an increase in the number of children placed and the complexity of their needs.

The sector faces a perfect storm of challenges:

- Rising Demand: The number of children in care continues to grow, with over 82,000 looked after children nationally as of 2024. There has been a marked increase in older children entering care, children presenting with complex trauma, and unaccompanied asylum-seeking children (UASC).
- Socio-Economic Pressures: Since 2010, child poverty in England has increased by 21%, and the number of children living in temporary accommodation has almost doubled. Overcrowding and housing insecurity remain significant issues, contributing to family stress and safeguarding risks.
- Mental Health and Exploitation: There is a growing prevalence of mental health issues among children and young people, alongside increased risks from gang-related activity, child sexual exploitation, and substance misuse.
- Placement Sufficiency: Councils report a shortage of suitable placements, particularly for children with complex needs. The lack of secure children's homes in regions such as the West Midlands exacerbates these pressures, often resulting in children being placed far from their families and communities.
- Workforce Challenges: Recruitment and retention of social workers and foster carers is a persistent issue, with high caseloads and workforce shortages impacting service delivery and stability.

Regionally, the West Midlands mirrors these national trends:

- Population Growth: The region has seen a steady increase in population, with Telford & Wrekin's population rising by 1.5% in 2023, compared to 1.0% for England overall.
- Referral Rates: While Telford & Wrekin's referral rate to children's social care (318 per 10,000 children) is below the regional and national average, the complexity of cases is increasing, placing additional strain on resources.
- Budget Pressures: Local authorities in the West Midlands face rising costs for placements, workforce, and operational delivery. The withdrawal of unregulated

accommodation for 16- and 17-year-olds has placed further demands on budgets, with government funding unlikely to fully offset the impact.

In Telford & Wrekin, these pressures are compounded by local factors:

- 21% of children live in income-deprived families.
- The number of UASC has more than doubled, now making up 11.9% of the looked after population.
- Accommodation for children with complex needs is scarce, and the cost of placements continues to rise above inflation.
- Workforce turnover and vacancy rates are the lowest in the region, but recruitment and retention remain ongoing challenges.

Against this backdrop, Telford & Wrekin's Children's Services are committed to continuous improvement, innovation, and partnership working. The service is focused on early intervention, strengths-based practice, and maximising value for money, while ensuring the safety and wellbeing of vulnerable children and young people remain paramount.

Local Context and JSNA Headlines

- **Population Growth:** The borough's population reached 191,915 in 2023, a 1.5% increase from 2022, outpacing regional and national averages. Internal migration accounted for 56% of this change, and international migration for 42%.
- **Deprivation:** 21% of children live in income-deprived families. The JSNA Deprivation Profile highlights significant contrasts between different areas of the borough, informing targeted interventions.
- **SEND and Vulnerable Groups:** The JSNA assesses the current and future health, care and support needs of children and young people with disabilities aged from birth to 25 years who have a special educational need or disability (SEND) and their families. There is a strong focus on linking early years public health data to later service requirements, and on understanding the intersection of SEND and safeguarding status.
- **Referral Rates:** Demand for Children's Social Care is lower than it has been for the last three years, with the referral rate per 10,000 children at 318, below regional and national averages.
- **Looked After Children:** The number of unaccompanied asylum-seeking children (UASC) has more than doubled, now comprising 11.9% of the looked after population. Accommodation for children with complex needs remains scarce, with no secure children's homes in the West Midlands.

Strategic Developments

Families First Strategy

Telford & Wrekin is ahead of the national trajectory for social care reform, with the Family First Strategy and systemic practice model underpinning all work with children and families. The approach is relational and strengths-based, ensuring every child has the right to grow up in their birth family where it is safe to do so, or within their wider relational network.

Valuing Care

The adoption of the Valuing Care tool continues to refine placement matching and cost efficiency, focusing on children's needs, strengths, and aspirations. The Valuing Care approach enables more effective conversations around how care can best meet individual children's needs, maximising the efficiency of spending on placement costs.

Family Safeguarding

Family Safeguarding has enabled multi-agency, strengths-based interventions, reducing child protection planning and care applications. Over 180 practitioners have been trained in motivational interviewing, supporting consistency of approach and improved outcomes.

Family Hubs

Physical and digital Family Hubs have been launched, improving access to support and early intervention for families. The JSNA evidence base was used to develop the Family Hubs & Start for Life model, ensuring services are responsive to local needs.

Fostering Sufficiency

Targeted recruitment and enhanced support for in-house foster carers have improved retention and placement stability. Financial incentives and therapeutic support are central to the strategy, making the authority financially competitive in the foster care market.

Special Guardianship Order: No Detriment Policy

The financial offer to Special Guardians has been revised, introducing a 'no detriment' offer for those caring for children whom they previously looked after, securing the best outcomes and right permanence for children.

Family Solutions

The Family Solutions service supports children at the 'edge of care' and those stepping down from residential to foster placements. The remit has broadened to support older young people transitioning to semi-independent living and to provide a consistent response in supporting reunification plans.

Systemic Practice

Now in its eighth year, systemic practice is embedded across Children's Services, with enhanced therapeutic support across the whole system and training to aid relational working and care planning.

Family Networks Pilot

The Family Networks Pilot is a Department for Education (DfE) funded initiative being piloted in Telford and Wrekin, delivered locally as part of the Families First for Children Pathfinder programme. Its core aim is to test and develop new ways of supporting children at risk of entering care by unlocking the strengths and resources of their wider family and relational networks.

The pilot focuses on families in pre-proceedings (PLO), where children are still under the parental responsibility of their birth parents and there is a genuine possibility to keep them living safely within their family networks.

It builds on the principles of Family Group Conferencing (FGC), but goes further by providing practical support and targeted funding - known as Family Network Support Packages (FNSPs) - to help extended family members overcome barriers to supporting children and parents.

FNSPs are flexible and creative, designed to address specific needs such as accommodation, respite, or practical help, with the intention of preventing children from becoming Looked After under section 31 of the Children Act 1989.

Together4Children Regional Adoption Agency

The partnership continues to deliver recruitment, assessment, and support for adoptive families, finding families for children who need adoption and providing support to adopted children and their families.

Commissioning and Brokerage

Commissioning and brokerage in Telford & Wrekin are central to the cost improvement strategy, with a clear focus on maximising value for money, improving outcomes, and reducing unnecessary expenditure. The approach is both strategic and operational, targeting the main cost drivers in placements and support services.

Intended Outcomes

- Reduced average unit cost of placements and support packages.
- Improved placement stability and outcomes for children and young people.
- Greater sufficiency and flexibility in local provision.
- Sustainable budget management and cost avoidance.
- Enhanced partnership working with providers and families.

Coproduction

The Dandelion group, comprising parents with lived experience, supports practice and system change, co-producing service developments and enhancing parental involvement in child protection conferencing.

Criminal Exploitation Team

Ongoing investment in the CATE team has ensured all recommendations relating to Children's Services from the Independent Inquiry Report have been completed.

Practitioner Recruitment and Retention

The Social Work Workforce Strategy and Progression Framework supports recruitment and retention, with the lowest turnover, vacancy rates, and use of agency practitioners in the region.

Financial Overview

- **Budget Monitoring:** The service is maintaining budget discipline through increased health contributions and use of UASC reserves. However, pressures from placements, NRPF, and operational costs persist.
- **Cost Improvement Actions:** Ongoing review of commissioning, brokerage, and placement processes is focused on maximising value and outcomes. The use of the Valuing Care tool and Families First approach is central to these efforts.

Summary and Next Steps

The ongoing development of the Children's Services Improvement Programme aims to ensure that families experiencing complex and multiple difficulties receive accessible, coordinated support at the time they need it. Targeted and specialist interventions are offered to children, young people, and families with existing risk factors and vulnerabilities to reduce the severity of problems and prevent escalation.

The focus remains on early intervention, integrated working, and continuous evaluation to improve outcomes and reduce costs. The service is committed to learning from research, regional and national best practice, and the lived experience of children, families, and staff.

We will continue to:

- Promote integrated working across all tiers of need.
- Evaluate service provision to ensure objectives are met.
- Review, appraise, and prioritise change activity to deliver corporate and departmental objectives.
- Oversee a high-level change programme plan focused on identifying and delivering opportunities across the child's journey to improve outcomes and reduce costs.

APPENDIX 11

Adult Social Care (ASC)
Continuous Improvement Plan

1. Current Challenges

- Demand for Adult Social Care (ASC) is continuing to rise due to people living longer with long-term conditions and complex needs, particularly dementia, and increasing numbers of young adults in transition to ASC with complex needs.
- Care market costs are also increasing with workforce costs being a particular challenge highlighted by care providers following the increase in national insurance contributions and minimum wage in April 2025.
- One of the biggest challenges for the borough remains health inequalities. Health outcomes are poorest in the most deprived communities of the borough with key challenges including a lower life expectancy, higher rates of long-term illness and disabilities, high obesity rates and higher rates of admissions to hospital for a variety of conditions.

2. Population Key Facts

- The estimated the population of Telford & Wrekin in 2024 was 195,952, increasing by 3,535 in twelve months (2023 to 2024). The growth of the population between 2023 and 2024 (1.8%) continues to be at a greater rate than England (1.2%)
- The borough saw one of the largest increases in population aged 65 plus in England in the decade to 2024, with an increase of 27.6% (England 15.5%) – the highest increase of all West Midlands upper tier local authorities and the fourth highest of all 151 upper tier authorities in England (*source: ONS mid-year population estimates 2024*).
- There are estimated 18,000 people providing unpaid care to a partner, family member or other person. This equates to 1 in 10 people (10.5%), greater than England rate (8.9%) and the 10th highest rate of all upper tier local authorities in England (source Census 2021)
- 1 in 5 or 20.5% of the population are disabled compared to England 17.7%
- For more information about the population of Telford and Wrekin, visit www.telford.gov.uk/factsandfigures

3. Our Approach

Telford and Wrekin Adult Social Care's approach is based on a preventative, person-centred, community-asset based approach that empowers people to live independently and ensures best value in the use of resources. Given the challenges currently faced across health and social care nationally as well as locally, it is critical that we continue to follow this preventative approach.

Key elements of our approach include:

- Further developing and improving information, advice and guidance, enabling people to help and support themselves to maintain their independence, for example the Live Well Telford community directory (Home | Live Well Telford) which signposts people to a wide range of services, activities and organisations in the community, and the Carers Wellbeing Guide (Telford & Wrekin Council | Carers Wellbeing guide).
- Working with partners, providing a range of preventative and early help services to prevent, reduce and delay people needing care, for example the Independent Living Centre (Independent Living Centre | Telford CVS), Calm Cafes (Calm Cafe - Telford Mind) and the Carers Centre Home | Telford All Age Carers Centre).
- Working with NHS partners, focusing on people being discharged from hospital when they are medically fit to leave, and benefit from effective enablement services to minimise their need for long-term care.
- Where people have care and support needs, whether short or longer-term, prioritising a home first approach, supported where appropriate by community services, equipment and assistive technology. An example of assistive technology used is 'Ethel', 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 a person with care and support needs 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.
- Ensuring that people's long-term's care needs are regularly reviewed.
- Increasing the availability of specialist and supported accommodation, such as extra care housing - enabling more people to live in the community with their own front door.
- Working from the age of 14 with young people in transition to adult services, giving time for ASC to work with the young person, and people important to them, to build a relationship and to best support young people as they approach adulthood. This includes working with Housing and other services in the community to identify options to maximise young people's independence.
- Commissioning services in line with our Market Position Statement (Telford & Wrekin Council | Market position statement) to reflect our community's needs and to secure best value.

Our approach is underpinned by our work with 'experts by experience', who are uniquely placed to ensure that ASC remains in touch with the day-to-day realities for people who we work with and their families and carers, and to ensure that local people are placed at the heart of decisions around the future of adult social care in the borough. This includes our Making It Real Board made up of people who use adult services, their carers or people who are interested in the development of 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.

4. Our Financial Model

We develop a financial model every year to estimate the potential expenditure and income associated with the delivery of care based on anticipated demand and estimated provider rates. A three-year planning horizon is used to determine the budget requirement in the medium-term. Population changes are just one of many factors used to develop the model, others include complexity of care, Government and Council strategy, and the impact of partner organisations on social care activity and funding. The volatile and complex demand-led nature of the service makes it challenging to estimate the potential budgetary impact. However, once the budget is set, detailed financial monitoring is carried out throughout the year and provides good quality financial information for the service to track the impact of the work set out in Section 3, and to update and provide assurance to the Council's Senior Management Team and Cabinet.

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APPENDIX 12

TELFORD & WREKIN COUNCIL

2026/27 EFFICIENCY STRATEGY

January 2026

Foreword

Local government continues to operate in an exceptionally challenging financial environment. Across the country, councils are facing sustained cost pressures and rising demand for services — particularly in Adult Social Care, Children's Services and support for our most vulnerable residents. These pressures will remain a reality in 2026/27 and beyond.

The Government's recent Spending Review provided some welcome additional investment for local government, and the provisional local government finance settlement implements the Governments Fair Funding Review which reforms the way funding is allocated to local authorities in England, making the system fairer, simpler and more transparent. Provisional settlement figures were received in December 2025 for 2026/27, 2027/28 and 2028/29 which provides more certainty over central government funding for future years. However, demand for services continues to outpace available resources, in particular for Social Care.

Against this backdrop, doing nothing is not an option. This Efficiency Strategy sets out how we will respond — responsibly, proactively and with confidence. It is about making best use of every pound we spend, improving how we work, and ensuring that limited resources are focused where they make the greatest difference to residents.

Efficiency for this Council is not about short-term cuts or lowering ambition. It is about strengthening our financial resilience, modernising services, reducing waste and duplication, and protecting what matters most: frontline services, support for those in greatest need, and the long-term sustainability of the borough.

I am confident that, through disciplined financial management, innovation and a clear focus on outcomes, Telford & Wrekin Council will continue to deliver for our communities.

This strategy provides a clear and practical framework to help us do just that.

Cllr Lee Carter

Leader

1. Introduction and Overview

This Strategy has been developed to ensure that the Council can continue to qualify for the Flexible Use of Capital Receipts from Government.

The Council has an excellent track-record in financial management and innovation with spend being within budget for the past 17 years, despite unprecedented cuts to the grant that we receive from Government, and delivering efficiencies is a key component to this. The Council has consistently received an unqualified audit opinion from its external auditors.

This Strategy was initially built on the relevant sections of the Council's Service & Financial Plan for 2016-2019 which identifies how efficiencies and savings will be delivered. The Council's Medium Term Financial Strategy is updated annually and the plan for 2026/27 to 2029/30 can be found at www.telford.gov.uk/budget

Since, the adoption of the Service & Financial Planning Strategy by the Council in March 2016, the Council has continued to develop its projections of the organisation's financial position to 2029/30.

By the end of 2025/26 the Council will have delivered ongoing budget savings of £195.3m; additional ongoing savings identified for 2026/27 total £15.7m with a further £0.7m in 2027/28 and £0.8m in 2028/29. This has been, and remains, a huge task and one that has required fundamental redesign of the organisation and the ways that we do business.

Future savings will be significantly more challenging as the "low hanging fruit" has already been harvested making medium term planning and increased certainty over grant levels essential. The proposed flexibility over the use of new capital receipts will greatly assist in funding the necessary one-off costs associated with the huge transformation programme that the Council is undertaking.

2. Telford & Wrekin: The Place

The population in mid-2023 was estimated to be 195,952. Between 2014 and 2024 the borough's population grew by 14.9%. This was the greatest upper tier local authority increase in the West Midlands Region and almost double that of England (7.8%).

At the current rate of population increase, the population of Telford and Wrekin is likely to exceed 200,000 in the next 2-3 years.

As our population grows, it is ageing and becoming more diverse. People aged 65 and over are the fastest growing age group in the borough, increasing by 27.6% (7,568 people) between 2014 and 2024. Over the same period the population for England increased by 15.5% for 65 and over.

The greatest driver of population change in the borough is internal migration from other parts of the UK. This accounted for 49% of population change between 2023 and 2024.

Internal and international migration means that the population is constantly changing. 6% of the borough's population (12,265 people) arrived in Telford and Wrekin from elsewhere in the UK or abroad in the 12 months to June 2024 whilst 8,959 people left the borough.

The borough is a key growth hub in the West Midlands in terms of both housing and the local economy and jobs. We have a strong track record at attracting inward investment from both the private and public sector including £70m from the Ministry of defence and in excess of £80m from Magna (automotive supply chain manufacturing). Manufacturing provides 15.4% (7.3% England) of jobs in the Borough.

Telford is the focus for much of our housing and economic activity, with the historic market town of Newport to the north and the UNESCO world heritage site of Ironbridge to the south on the banks of the River Severn.

Although at face value it is a successful and attractive place to live, Telford & Wrekin is an area of contrast with 15 neighbourhoods ranked in the 10% most deprived nationally bringing very real challenges as to how we ensure that all of our population shares in the prosperity which our growing economy generates.

More information about the Borough's population can be found on our website: https://www.telford.gov.uk/info/20121/telford_and_wrekin_insight

3. Our Strategy

Our Efficiency Strategy includes three themes:

1. Our approach to delivering efficiencies to delivering savings
2. How new flexibilities in the use of capital receipts will be used
3. Prudential Indicators to ensure borrowing by the Council is affordable in the medium to long term.

This strategy will be reviewed at least annually and updated with the progress made delivering each of these themes.

3.1 Delivering Efficiencies

Telford & Wrekin Council has a proven track record of delivering savings and efficiencies. Between 2009/10 and 2025/26 the Council has delivered £195.3m savings including:

- Significant reductions in head count were necessary during the period of the Government's austerity programme.
- Reduced the office accommodation by half, saving the Council £2.4m pa;
- Cut back-office costs by over 57% since 2009, saving £17.1m a year; delivered £17.5m procurement savings over the past 17 years by renegotiating and retendering contracts for the provision of services;
- with a relentless focus on business winning we have generated additional income through growth in business rates and council tax. Rateable property numbers have increased by 890, an increase of 19.5% and in relation to council tax there has been total growth of over 14,000 band D equivalent properties, averaging 1,200 per annum. In total this has led to around £20m additional income being generated in council tax and business rates income since 2013;
- increased income from more commercial approaches across our services over the past two years, including increasing income from schools outside of Telford & Wrekin and being one of the first local authorities to invest in a solar farm which has generated

£5.2m net income up to 31 March 2025 since its completion in 2014 with a further £0.7m estimated for 2025/26; received nearly £58million in New Homes Bonus funding since the scheme started in 2011/12 with 2025/26 being the last year of this scheme;
- investing over £41m between 2025/26 to 2027/28 into extending and improving local schools, increasing school places in 21st century ready learning centres with brand new educational facilities across our secondary sector and ever-increasing modernisation of our primary and early years provision. Delivery of a brand new Digital Skills Hub to progress our ambitions for a future fit workforce ready for the revolutionary technology economy;
- delivery of Warmer homes funding energy efficient measures in residents homes via the governments, Local Authority Delivery Scheme (LAD), Home Upgrade Grant (HUG) and direct investment by the council of £500k from the Climate Change Fund so that a larger number of residents and private landlords benefit
- Net additional income from the Telford Growth Fund is projected to exceed £10.3m in 2025/26

Moving forward, the Council will continue to focus on four themes to continue to deliver savings.

Theme 1: Focussing on Solving Problems and promoting Social Responsibility and action to manage and reduce demand for services:

- "**Demand Management**" - ensure that resources are targeted at those residents most in need of help. This is about understanding why people use our services and keeping them out of high cost systems.
- **"Prevention"** – avoid problems which place demand on public services by encouraging people to help themselves to prevent needs developing in the first place. Adult social care has a Making Prevention Real Program which cuts across other directorates and also aligns with the prevention agenda with partners as part of TWIPP.
- **"Early Help & the Right Help"** – when individuals and families do need help and support, we want to identify them quickly and identify the right, effective support first time to avoid issues escalating and requiring more intensive and expensive intervention but also to avoid long-term dependency on our services.
- **"Think Family – Strengthening Families"** – to target our resources at those families most in need of support by taking holistic approach through a key worker model to "turning around" these families. This is a partner-wide agenda and is linked with "Enterprise Telford" through which we aim to deliver more jobs to promote economic independence.
- **"Working in Communities"** – to reduce demand by targeting our resources at areas in the greatest need of support and working more effectively with the resources which are already in place in our communities. Strong communities place the least demand on public services.
- **"Building Community Capacity"** – the need to harness the resources of the community, community groups and Town and Parish Councils, in helping to improve outcomes for our residents – this is core to our "Co-operative approach". This includes:
    - **Community self-help** – building people's social support networks by making best use of the resources and assets which are available in a local area – this helps people remain in and be an active part of their local community
    - **Effective co-production –** supporting the development of service provision by communities and moving away from a narrow focus of meeting needs through practitioner provided services.

Theme 2: Challenging & Changing, Reviewing and Reimagining the way we do things

We continue to evaluate the organisation to understand what is working effectively and efficiently and what needs to be changed. Through this we are able to create and seize opportunities. Examples of what we have done, and will continue to deliver, include:

- **Redesigning services and business process reengineering** to ensure that they are delivered in the most efficient and effective manner.
- **Redesigning and managing our front-door** to enable users to get the right service at the right time. Examples include "First Point for Business" and "Family Connect".
- **Challenging Policies** – e.g. for calculation of Minimum Revenue Provision (changing debt repayment from equal instalments of principal to an annuity basis with cumulative revenue benefits of over £40m
- **Working with the private sector –** to drive economic growth in order to generate jobs, increase prosperity for the residents and generate additional income for the Council from business rates and Council Tax on new homes built in the Borough. Examples include work with the Telford Business Board and major local employers, the management of the Telford Town Centre shopping centre, house-builders and our Universities.

Building on this progress, moving forward there are some major ways that we will change as an organisation:

- "**Channel Shift**" by providing services and information in the most efficient way. For example, providing clear and robust information on the Council's website will mean residents can self-serve and not need to contact the Council in other less efficient, more expensive ways such as by telephone or face to face. It includes harnessing the benefits of other technologies such as the omni channel provision for contacting the organisation.
- **"Improving Business Intelligence"** – we are a data rich organisation, but all services need to be better at turning this data into intelligence to understand who is using our services and the outcomes they receive. As we continue to change the organisation we need to understand the impact of these changes both in terms of efficiency but also in terms of impact on budget and the community.
- **"Developing new ways of delivering services"** – we will need to be working in an ever more integrated way with our partners including Telford & Wrekin NHS Clinical Commissioning Group, Town and Parish Councils and the Voluntary and Community Sector. For example, the partnership agreements with town and parish councils have seen the transfer of library services.

Theme 3: Reducing our Dependency on Government Grants

We have already taken significant steps to reduce our dependency on Government Grants, and we will continue to drive them forward:

- **“Increasing income through trading our existing services”** – there are many Council services that already “trade” outside the organisation and secure income. For example, IDT, HR and Catering.
  “New commercial development/projects” – we have developed a track record on taking on new ventures to deliver income to the Council and protect front-line services:
  - A solar farm providing £0.8m net income per year.
  - ‘Nuplace’, a housing company that will provide over 900 new homes for private and affordable rent, with 600 now built making the Council the largest private landlord in the Borough.
  - Established a Growth Fund to invest in development of premises for businesses to encourage job creation and retention.

  We will continue to research and develop new opportunities that can bring in an income stream to the Council. Our approach will always be business case-based.

- **“Maximising existing funding streams”** – there are 3 main areas which we are already progressing and will continue to drive:
  - business supporting, business winning – continuing to work to attract new investment and work to support the retention and growth of existing businesses. As well as being the right thing to develop jobs and growth in the borough, the Council currently receives 49% of all new business rates;
  - growth through good planning – a whole Council approach by which all services work to support and enable business investment in the Borough. We have been ranked first by the 2021 Centre for Cities report for local authority for housing growth. Through this the Council will see new Council Tax and Business Rate receipts, as well as receiving the Government’s ‘New Homes Bonus’ for new homes until 2025/26;
  - property investment portfolio – a property investment portfolio delivering over £10m income per annum from rental income.
- “**Securing external funding”** – again we have successfully driven this agenda, including £18.79m capital funding through the Marches Local Enterprise Partnership Local Growth Fund, £20m Levelling Up Funding to deliver our Broadening Aspirations through Education and Culture Programme, £22.3m Town’s Fund, £9.8m capital regeneration fund and £1.37m decarbonisation fund.

To continue to reduce our dependency on Government Grants, building on our achievements to-date, we must continue to be creative, fast-acting and smart to identify and realise opportunities.

Theme 4: Being a modern Organisation with Modern Practices and Where we Always Get the Basics Right

Core to being a modern organisation is continuing to reshape the Council’s relationship with its staff. We must continue to move towards a more flexible, more pragmatic and less bureaucratic approach to decision making. This means:

- Increased autonomy for managers and staff to take decisions
- Greater focus on workforce development
- Greater flexibility including wider more flexible working and job descriptions for staff
- Encourage creative thinking and challenge

- Focus on efficiency and reducing bureaucracy
- Increased staff engagement so that employee representatives will have a greater influence in the organisation

Whilst driving change and reshaping the relationship between the Council and its staff, we will continue to focus on getting the basics right, including:

- **Safeguarding our most vulnerable children and adults**
- **Procurement and purchasing** – ensuring that we maximise value from the services which we procure
- **Contract management** – ensuring that we always receive the service or products which we have procured through effective monitoring of delivery and renegotiation of contracts.

Table 1: Savings by Theme

Theme	Savings 2016/17 to 2025/26	Savings New Proposals	Total 2016/17 to 2026/27 MTFS
	£m	£m	£m
1. Focusing on solving problems and promoting social responsibility and action to manage and reduce demand for services	12.1	6.1	18.2
2. Challenging & changing, reviewing and reimagining the way we do things.	60.9	4.7	65.6
3. Reducing our dependency on Government grants.	38.1	6.9	45.0
4. Being a modern organisation with modern practices and where we always get the basics right	6.2	1.4	7.6
Total	**117.3**	**19.1**	**136.4**

The ability to capitalise costs, detailed below, has supported the delivery of the savings delivered. Further detail of the proposed savings can be found in the Council's Medium Term Financial Strategy.

Risks to Delivery

As an organisation which provides a vast range of different services to the community and spends over £600m revenue per annum, the management of risks is an important consideration. The Council has a strategic risk register which is used to identify the substantive issues which may have a financial impact. This is reviewed regularly by Senior Management Team to manage and mitigate risks. As part of the budget setting process, risks, impacts and possible mitigation are considered for each saving proposed.

The Council undertakes a review of the level and adequacy of reserves and balances each year taking into account available funding. The Council has a budget strategy reserve totalling £21.7m.

Contingency arrangements are also key to a sustainable Service & Financial Planning Strategy. In 2026/27 a total contingency of £3.95m has been built into the revenue budget to cover any unforeseen expenditure during the year.

A robust monitoring regime is in place to identify any adverse variances early, including non-delivery of efficiencies, so that corrective action can be taken.

The Council has an Invest to Save/Capacity Fund created to support and accelerate the delivery of ongoing efficiencies.

3.2. Capital Receipt Flexibility

Telford & Wrekin Council welcomes the additional flexibility on the use of capital receipts generated up to March 2030. This will enable some of the revenue costs associated with significant organisational transformation. This includes:

- the necessary costs associated with remodelling and reducing the workforce;
- invest to save projects
- funding temporary additional capacity to project manage change programmes in key areas.

These would otherwise be a drain on scarce one-off revenue funds or alternatively delay the revenue benefits to the General Fund revenue account which would necessitate further cuts to front line services. We will be able to manage in a more strategic and planned way if this flexibility which has been requested by councils for many years is allowed.

We propose to use this flexibility as follows:

	2016/17 to 2024/25 £m actual	2025/26 £m estimate	2026/27 £m estimate	2027/28 £m estimate	2028/29 £m estimate
Service transformation costs	6.4	1.3	0.2	0.6	1.0
Severance fund – to fund one off costs associated with service restructure which deliver ongoing revenue savings	8.9	0.2	0.0	0.0	0.9
Invest to save fund to develop community capacity to deliver services which the Council will no longer provide.	0.0	0.0	0.0	0.0	0.1
Total	**15.3**	**1.5**	**0.2**	**0.6**	**2.0**

Spend capitalised using the capital receipt flexibility is assessed at each year end, using the Government Guidance (as updated in 2022) to ensure eligibility. At a high level, Service Transformation costs include invest to save initiatives, where funding

has been used to initiate a service improvement, leading to efficiencies. This has included a number of projects, notably in Adult Social Care and Safeguarding, with the aim of establishing new processes and alternative care options in order to reduce future costs. Other service transformation spend has included the purchase of electric vehicles for the Council's transport services, case management systems and the implementation of cashless systems. Severance costs are associated with the Council's continual programme of service restructures which deliver ongoing savings. The Council also promotes partnership working and a small amount of one-off costs associated with transferring services to other organisations, again on an Invest to Save, may also be capitalised. Budgeted capital receipts 2025/26 to 2028/29 totals £17.788m.

3.3. Prudential Indicators

The Council's Medium Term Financial Strategy for 2026/27 to 2029/30 sets out the Council's prudential indicators for 2026/27. These indicators are designed to ensure that the Council's capital borrowing is affordable and does not place undue burden on the Council's revenue budget or Council tax payers (i.e. the cost of servicing the interest paid on capital borrowing). Planned use of the capital receipt flexibility is considered when Prudential Indicators are set.

The Council's Prudential Indicators for the Medium-Term Financial Strategy will be approved by Full Council on 26 February 2026.

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Appendix 13

TELFORD & WREKIN COUNCIL STRATEGIC RISK REGISTER

DATE OF REVIEW – JANUARY 2026

Definitions used in the risk register:

Likelihood of Risk Occurring

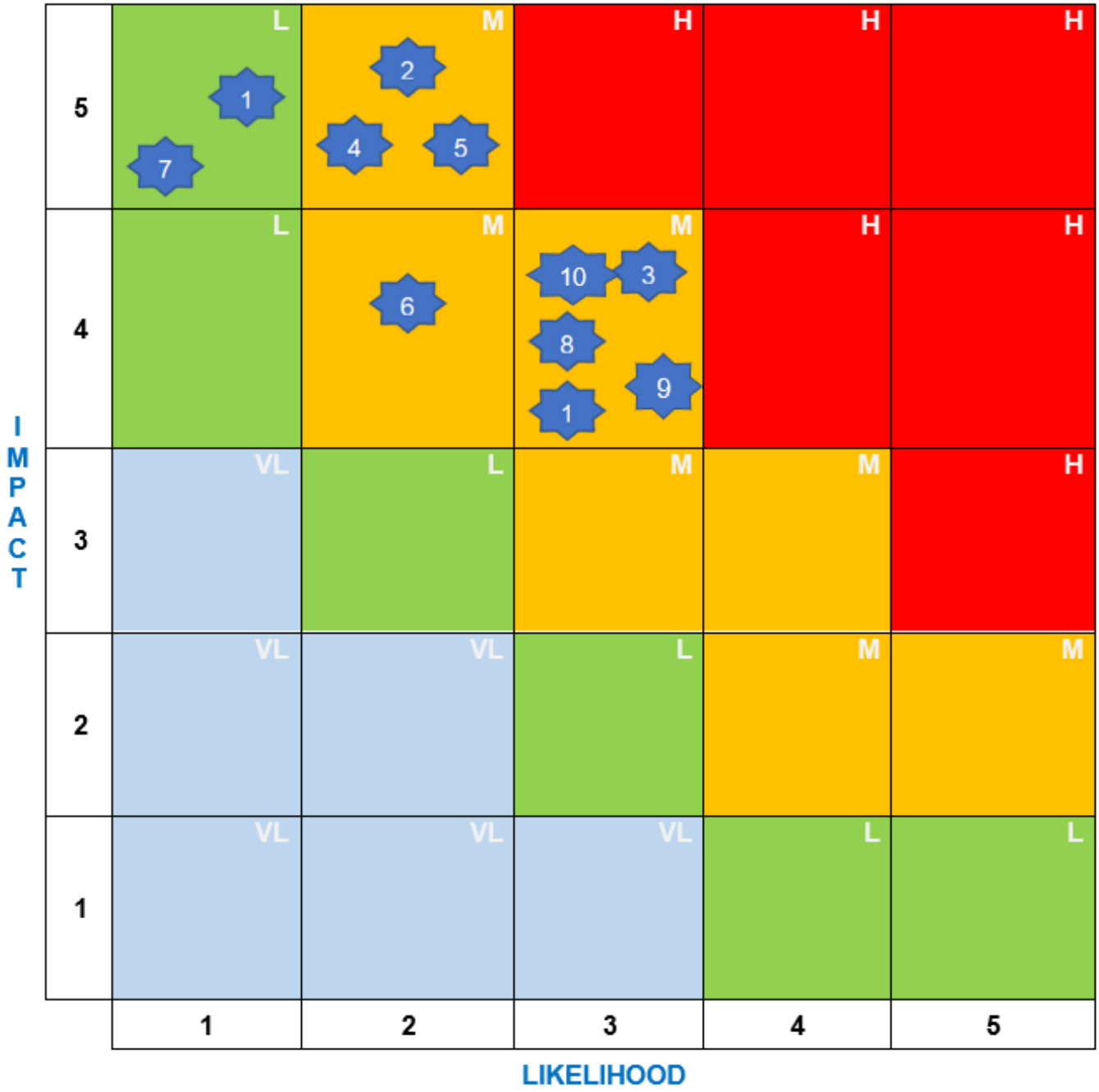
Likelihood	Definition
Very Low	May occur in exceptional circumstances
Low	Risk may occur in next 3 years
Medium	The risk is likely to occur more than once in the next 3 years
High	The risk is likely to occur this year
Very High	The risk has occurred and will continue to do so without further action being taken

Impact of Risk if it does Occur

Descriptor	Financial	Reputation	Physical	Environmental	Service
Very Low	None	None	None	None	None
Low	<£250K	Minimal/ minimal media/ social media	Minor	Minor locally, e.g. clearing intrusion on land	Internal disruption only, no loss of service
Medium	£250K to £1m	Extensive local media/social media	Threats of serious injury requiring medical treatment	Moderate Locally, e.g.air quality issue in part of the borough	Disruption/ loss of service less than 48 hours
High	£1m to £5m	National media/social media	Extensive/ multiple injuries	Major local impact, e.g. air quality issue affecting whole borough	Disruption/ loss of service less than 7 days

Very High	>£5m	Extensive national media (lead item)/social media	Extensive multiple injuries/ death	Major national/international, e.g. air quality issue affecting UK as a whole	Severe disruption/ loss of service more than 7 days.

Risk Heat Map



Risks shown throughout this document will prevent the Authority from achieving its priorities. Each risk identified below is linked to a corporate priority which may be affected if the risk is not managed effectively.

Council Priorities - Key

P1 - Every child, young person and adult lives well in their community

P2 - Everyone feels the benefit form a thriving economy
P3 - All neighbourhoods are a great place to live
P4 - Our natural environment is protected – we take a leading role in addressing climate emergency
P5 – A community focussed innovative council providing effective, efficient and quality services

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R1	Failure to discharge duty of care for a vulnerable child or vulnerable adult. ***PRIORITY:*** **P1**	Very High without controls Change since last review =	Very High without controls – Physical Reputation Finance Change since last review =	a) Safeguarding Partnership (Adults & Children) Community Safety Partnership and Youth Offending Service Management Board scrutinise performance, hold partners to account and drive practice improvement in the light of learning (e.g. Serious Case, Safeguarding Adult & Domestic Homicide Reviews). b) Safeguarding Partnership works to develop systematic working across children and adult landscape. c) The Council increased investment into Adult Social Care services by £15.8m in 2026/27. The Council's net budget for Adult Social Care is over £97m in 2026/27. d) The Council has increased investment into Children's Safeguarding by £2.7m in 2026/27 with the net budget totalling £52m in 2026/27. e) The combined total net budget allocation for these services is nearly of £150m. f) A general budget contingency of £3.95m is held. £3.5m has also been provided for contract inflation and pay awards	Chief Executive Executive Director: Children & Family Services Executive Director: Adult Social Care, Housing & Customer Services	**Very Low with controls** Change since last review =	**Very High with controls – Physical Reputation Finance** Change since last review =

				in 20226/27. These can be used to support pressures in any Council budget including Adult Social Care and Children's Safeguarding which account for two thirds of the Council's net budget. **Children:** g) Safeguarding arrangements are routinely reviewed and developed in response to new statutory requirements as they are introduced h) Workforce development strategy – recruitment and retention, learning and development including Systemic Practice across the Council's children's workforce. i) Children's Services - systematic quality assurance role for all managers from frontline Team Manager through to CEX and DCS j) No staff savings target for Children's Social Workers k) A comprehensive package of market factors and recruitment and retention incentives have been implemented to aid the recruitment and retention of social workers l) Work to national inspection standards and respond to actions required from inspections.			

				m) OFSTED inspection of Children's Safeguarding May 2024 retained the "Outstanding" judgement. An action plan has been delivered to respond to the small number of recommendations. n) Independent Review of Child Sexual Exploitation (CSE) commissioned by the Council has been concluded. Recommendations from the review are in the process of being implemented. o) 'Essential learning' for all employees includes both child protection and CSE. **Adults:** p) Adult safeguarding part of Safeguarding Partnership in compliance with Care Act requirements and new Adult Safeguarding Guidance & Regulations. q) Adult Services - systematic quality assurance role for all managers from frontline team manager through to DAS. CQC Assessment of the Council's ability to meet our duties under Part 1 of the Care Act 2014 achieved "Good" in November 2024. An action plan is being delivered to address the areas identified for improvement including:			

				• Setting up a lived experience sub-group of Safeguarding Adults Board (SAB) • Above sub-group has co-produced the SAB strategic plan and redesigning the SAB website • New feedback form for people and carers who have experienced a safeguarding process has been introduced – at end of October 25 overall satisfaction was at 100% r) Integrated Care Board's Quality and Performance Committee chaired by the Chief Nurse. s) 'Essential learning' for all employees includes adult safeguarding. t) In-house provide, My Options, has robust governance arrangements following the CQC and Ofsted and regulations of the Health and Social Care Act			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
2	Inability to: a) Match available resources (both financial, people and assets) with statutory obligations, agreed priorities and service standards b) deliver financial strategy including capital receipts, savings and commercial income c) fund organisational and cultural development in the Council within the constraints of the public sector economy ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	Very High without controls – Physical Reputation Service Change since last review =	a) Robust commercial approach taken by Council services in terms of increasing income generation b) Rigorous medium term financial planning and regular monitoring and active management through S&FPG, SMT, Business Briefing and Cabinet. c) Efficiency Strategy in place which allows the Council to qualify for the Flexible Use of Capital Receipts which enables the funding of revenue costs of reform and service transformation initiatives which deliver efficiencies d) 'Savings programme, service reviews and restructuring. Including SMT quarterly review of savings using RAG based system to monitor delivery and early identification of need for mitigation or alternative proposals. e) Staffing, economic and environmental impact assessments of all savings proposals and appropriate consultation mechanisms in place.	Chief Executive Director: Finance, People & IDT	**Low with controls** Change since last review =	**Very High with controls – Physical Reputation Service** Change since last review =

				f) In-year savings exercises possible if necessary g) Rationalisation of Council assets and accommodation h) Prudent level of uncommitted one-off resources and in-year budget contingency of £3.95m. i) Delivery of capital receipts/rigorous monitoring of capital receipts realisation and impact on the budget j) If necessary, contingency plans reviewing phasing of planned capital expenditure, schemes included in capital programme, alternative potential disposals and further revenue budget cuts would be identified for consultation k) Regular review of reserves and balances against risk exposure with significant level (£21.7m) of uncommitted balances available, held within the Budget Strategy Reserve to support the Council's Medium Term Financial Strategy l) Track record of sound financial management having out-turned within budget for 17 consecutive years despite significant financial challenges arising			

				from public sector austerity, increasing demand for services, high inflation, the COVID pandemic and the current cost-of-living emergency. m) Safeguarding Children Cost Improvement Plan in place which is monitored by senior officers and members. n) Adult Social Care Cost Improvement Plan in place which is monitored by senior officers and members. o) Housing Investment Programme p) Robust assessment of potential new investments through a proper due diligence and business case process to ensure that the Council is not exposed to an unacceptable level of risk either on an individual basis or when considering the entire investment portfolio q) Specialist legal and taxation advice taken as required r) Active Treasury Management in conjunction with regular advice and updates from specialist Treasury Management Advisors s) Cabinet Members regularly briefed			

				t) All necessary strategies, policies and procedures in place to fully comply with CIPFA and MoHCLG codes and regulations with regular review u) Established approval process for agreement of business cases for new investment from the Council's Growth Fund and Invest to Save/Capacity Fund. v) All reports to SMT and Cabinet include a financial comment prepared by, or on behalf of the Council's 151 officer, that identifies the financial implications arising from the recommendations to avoid significant additional ongoing commitments being committed without appropriate consideration. w) Completion of Equality Impact Assessments. x) Undertake regular benchmarking of services including with peer groups and via the LGA. y) Make or Buy Service Reviews to consider the most efficient, effective and economical delivery models for services and also identify additional income opportunities.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R3	Losing skills, knowledge and experience (retention & recruitment) in relation to staffing. ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	High without controls – Financial Reputation Service Change since last review =	z) Workforce Development Strategy in place, updated during 2025 and refreshed in 2026 with focus on delivering ambition of the Council being employer of choice. Strategy will focus on the following aims: • 'Our workforce will have the skills and abilities to deliver our priorities and will have the opportunity to further develop • Our managers will be leaders and will empower staff to deliver our priorities • 'Our organisation will be more diverse and inclusive offering a voice and fair treatment for all' • 'Our workplace will be healthy, and we will support our employees' wellbeing' • Our employment package will be attractive and will offer fair terms and conditions • We will effectively recruit and retain suitably qualified staff across all areas of the council aa) Senior Management, HoS and team leader development programmes.	Chief Executive Director: Finance, People & IDT	**Medium with controls** Change since last review =	**High with controls – Service Reputation Finance** Change since last review =

				bb) Each service area has a/is developing a workforce plan considering • skills gap analysis and needs • apprenticeships cc) Specific HR policies: • use of market factor weighting for key groups • flexible working policy • staff benefit schemes dd) "Grow your own" scheme for roles that are hard to recruit to. ee) Review of induction programme and ongoing training and development completed. Leading to a robust and comprehensive training programme for all staff irrespective of role. ff) The development of the Council's employment "offer" is ongoing gg) Council values, ethos, rewards and recognition hh) Annual Personal Performance and Development discussions for all staff along with regular one to one meetings involving employees and their line managers. ii) Staff awards ceremony to celebrate and encourage outstanding performance. jj) Review of the use of apprentices kk) EDI Strategy in place ll) Inclusive Recruitment Champions in place to support			

				managers to maintain a diverse workforce and ensuring the Council advertises vacant posts to reach all parts of the community while maximising the number of applicants. mm) Employee survey undertaken in November/December 2024. Results (from 1,405 completed surveys) reviewed by SMT, actions taken and disseminated to staff – 'you said, we did'. Results demonstrated that: • 84% would recommend the Council as a great place to work • 95% are interested in their work • 92% understand how their work contributes to Council priorities nn) Collaboration with West Midlands Employers and CIPD during 2024 to upskill managers and increase competence and confidence in applying strategic workforce planning principles successfully and consistently oo) Working with partners around recruitment and role availability. pp) Employer Value Proposition developed to support attracting talent to the workforce when recruiting.			

				qq) Strategic Workforce Planning, which is taking a medium-term view on capacity, impact of changing work patterns, digitisation/AI to ensure future proofing of workforce.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R4	Significant business interruption affecting ability to provide priority services, e.g. critical damage to Council buildings, pandemic, terrorist/cyber-attack loss of power or infrastructure etc. ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	Very High without controls – Physical Reputation Service Change since last review =	a) Each Service Delivery Team has Business Continuity Plans to enable them to respond appropriately (people, systems etc.), these are reviewed annually and updated following team changes and or incidents. b) Corporate Business Continuity Policy reviewed. Following this review the Service Delivery BC Template has been updated and will be rolled out during 2025. c) Continuity plans for loss of key buildings tested in live environment Different scenario testing requires completion by individual teams and monitored by the BC Board. d) Serious Incident Protocol has been adopted. e) Identification of Council owned buildings that fall under the Terrorism(Protection of Premises) Act 2025. f) Continue to invest in ICT capital programme. Data centre investment complete. g) Improvement/upgrade/replacement of key IDT systems IDT controls – Disaster Recovery facilities in place based on Priority Services in line with Business Continuity Plans. h) Roll out of “office 365” and the cloud.	Executive Directors	**Medium with controls** Change since last review =	**Very High with controls – Service Reputation** Change since last review =

				i) Investment in cyber security and awareness programme and training (see risk 7 also). j) Implementation of a 3rd generation firewall. k) Strong and effective support provided by corporate IDT team to support the implementation of new service specific and corporate systems and upgrades to these systems which also ensures effective system testing arrangements. l) Sound operational management of Council buildings. m) The Council have established a Protect and Prepare Board with key partners n) Simulation exercises have been undertaken to further educate staff with practical examples of phishing. o) Climate change Adaption Risk Register is in place to support management on unavoidable risks/impact of climate change.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R5	Inability to manage the health & safety risks in delivering the council's functions (including building security and cyber security). ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	Very High without controls – Physical Reputation Financial Change since last review =	a) Reviewing, writing and monitoring of health and safety policies, incidents and audit findings through and the Health and Safety Committee who meet 3 times a year. b) Risk based health and safety audit process of Telford & Wrekin buildings and local authority managed schools, which not only audit implementation of health and safety policies but also proactively identifies shortcomings, actions and controls that need to be in place to manage those risks. c) Management of health and safety within services is undertaken annually. Results from audits are fed back to Team Managers, Directors and H&S Committee d) Internal Health and Safety work to Health and Safety Executive (HSE) guidance and revise Policies and Procedures to ensure compliance with legal standards. Revisions reported back through the H&S Committee. e) A Health & Safety Competency Framework has been implemented. It details the necessary training and	Executive Director: Children's & Family Services (Director of Public Health).	**Low with controls** Change since last review =	**Very High with controls – Physical Reputation Finance** Change since last review =

				competency of the key roles of the Health & Safety Policy. f) There is a corporate lone worker risk assessment in place. Each service should also consider lone working within their team risk assessments. Lone member risk assessments are undertaken, and appropriate processes are in place. There is a council wide lone worker monitoring system available g) System in place for reporting all accidents, incidents and near misses. Non reportable accidents are investigated by each service area. h) All reportable accidents are additionally investigated by Internal Health and Safety Team and significant findings reported to Health and Safety Committee. All findings are reported back to relevant service area management i) Training to ensure health and safety compliance is provided on Health and Safety through a mixture of e-learning and face to face. j) Essential learning training for all employees includes health and safety and fire safety awareness. k) Consultation and communication with Trade Unions occurs through the H&S Committee.			

				l) Personal Safety Precautions Risk Register available to employees. m) Appointed Cyber Security Manager to review and improve cyber security where required. n) Cyber security part of essential learning for all employees. Simulation exercises have been undertaken to further educate staff with practical examples of phishing. o) Annual corporate review of list of 1st aiders and fire marshals to ensure adequate resource in place p) Corporate review of list of fire marshals to ensure adequate resource in place q) Enhanced risk assessments for specific individual/services r) Updated personal safety training s) Increased security at main Council buildings and at meetings t) Review of lockdown procedures at key Council buildings and security plans for major events. u) Building security kept under review. v) H&S is a standing agenda item at SMT meetings and Service Area Management Meetings.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R6	Inability to deliver effective information governance. ***PRIORITIES:*** **P1 and P5**	Very High without controls Change since last review =	Very High without controls – Financial Reputation Change since last review =	a) The Council has an Information Governance Framework which includes the Corporate Information Security Policy (CISP) and other policies (Data protection, Information Sharing policies) b) Knowledgeable, qualified and experienced team, dedicated to promoting sound Information Governance within the Council and ensuring that good practice is shared across the Council c) Training and awareness programme put in place and Information Governance modules form part of induction and essential learning programmes. d) Data Protection Officer reports regularly to SMT on IG related matters e) Data Protection Officer attends a number of management team meetings. f) General Data Protection Regulations 2018 implemented. g) SMT oversight of reported data breaches and incidents. h) All data breaches recorded, investigated and lessons learnt identified i) Detailed report is sent to relevant Director in respect to	Chief Executive Director: Finance, People & IDT	**Low with controls** Change since last review =	**High with controls – Reputation Finance** Change since last review =

				breaches occurring in their service area j) Directors email all employees that have contributed to a data breach or incident highlighting the potential consequences. k) Information Governance related posters in all main Council buildings l) Staff complete randomly generated questions on data protection/information security every quarter m) Regular bulletins on information governance related matters published in staff newsletter n) Completion of annual Data Security and Protection (DSP) toolkit. o) Annual Governance Statement process encompasses key information governance related matters p) Key elements of information governance and IDT security are audited by an external company.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R7	Inability to respond adequately to a significant emergency affecting the community and/or ability to provide priority services. ***PRIORITIES:*** **P1, P3, P4 and P5**	High without controls Change since last review =	Very High without controls – Environment Financial Service Change since last review =	a) Work collaboratively with other Local Resilience Forum partner agencies, maintaining effective working relationships with the relevant bodies b) Council Emergency Plan 2024 has been tested in 2025 and improvements being implemented following this exercise. c) Human resource challenges to maintain appropriate levels of trained staff to be able to respond to an emergency, for example, to set up rest centres are monitored. For example, recruitment for volunteer rest centre staff was undertaken in the Winter 2024. d) Strategic, tactical and recovery training provided for SMT and relevant HoS's. Further training identified for those that have not received any. Emergency Planning exercise undertaken in 2025. e) Service level agreement in place with Shropshire County Council to share resource of a Resilience Manager. f) Maintaining appropriate, risk based contingency plans (Civil Resilience Manager) which are reviewed on regular basis	Exec Directors / Director of Public Health	**Medium with controls** Change since last review =	**Very High with controls – Service Reputation Finance Environment** Change since last review =

				g) 'Land Instability in Ironbridge Gorge' – multi agency plan to respond to landslide in the Gorge is in place. It was reviewed and exercised in October 2024. Working with MOD during 2025 on a further review of the plan. h) Individual Service Delivery Managers are responsible for maintaining and exercising their Business Continuity Plan. These plans would be coordinated corporately and the emergency plan activated if necessary. i) Provider contract monitoring in place. j) Public health mechanisms in place to manage response to significant incidents. However prolonged incidents will result in a significant human resource challenge k) Corporate budget contingency of £3.95m available to cover unforeseen costs arising up to Bellwin threshold where relevant. l) On-call arrangements in place, including for SMT and Corporate Communications.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R8	Inability to respond to impact of climate emergency on severe weather events including heat, cold and flood. ***PRIORITIES:*** **P3 and P4**	High without controls Change since last review =	Very High without controls – Environment Reputation Financial Change since last review =	a) Investment in highways capital programme. b) Corporate capital budget specifically for projects that support the Council to address/mitigate the impact of climate change are included within capital programme. c) Monitor ground stability in the Gorge and water levels. d) Use and testing of flood barriers in Ironbridge e) Adoption of Climate Emergency Becoming Carbon Neutral action plan which includes a commitment to ensuring that its operation and activities are carbon neutral by 2030. 63% reduction to date, showing strong progress. f) Delivering a wide range of schemes to reduce carbon emissions. g) Driving partnership engagement and action on climate change through the Telford and Wrekin Borough Climate Change Partnership h) Addressing biodiversity through actions plans. i) Climate Emergency is at the forefront of the Council's priorities. In addition, there is a new Council priority defined – 'Our natural environment is	Executive Director: Adult Social Care, Housing and Customer Services	**Medium with controls** Change since last review =	**High with controls –** **Environment Reputation Finance** Change since last review =

				protected – we are taking a leading role in addressing the climate emergency j) Strong relationships with key partners including the Environment Agency. k) Work of the Environment Scrutiny Committee is used to help inform policy development and highlight areas of best practice in this area l) Development and adoption of the Climate Change Adaption Plan meaning key measures are identified through a risk-based approach.			

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R9	Projects not delivered effectively - Increasing number of projects and resource challenges to deliver those projects leads to project failure and inability to continue to deliver existing council services effectively and efficiently. ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	Very High without controls – Financial Service Reputation Change since last review =	a) Major Projects Board in place b) Capital monitoring undertaken by all services/Directors c) Monitor business plans d) Workforce planning e) Monthly meetings of Specific Officer Boards providing oversight of major schemes particularly those LUF and TF Funded. f) Project Managers who monitor and report on delivery of key projects (internal and external). g) SMT oversight on large projects.	All of SMT	**Medium with controls** Change since last review =	**High with controls – Financial Service Reputation** Change since last review =

Ref	Risk	Likelihood Without Controls	Impact Without Controls	What are we doing to manage the risk? (Controls)	Lead Executive Director / Director	Likelihood With Controls	Impact With Controls
R10	Failure to deliver partnership priorities. ***PRIORITIES:*** **P1, P2, P3, P4 and P5**	Very High without controls Change since last review =	Very High without controls – Financial Service Reputation Change since last review =	a) Vision 2032 detailing partnership priorities and shared delivery of actions b) Engagement with those with lived experience in developing strategies c) Partnership agreements in place detailing clear partnership priorities d) Making it Real Board which provides opportunity for services and wider involvement of people with lived experience to test policy/operational delivery with service users.	All of SMT	**Medium with controls** Change since last review =	**High with controls – Financial Service Reputation** Change since last review =

Risks Removed for Register

Ref	Risk	Reason for Removal	Date of Removal
R9	Inability to respond to the impact and implications of Brexit.	This risk is no longer applicable.	27/1/2022

APPENDIX 14
ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF RESERVES: STATEMENT OF THE CHIEF FINANCIAL OFFICER

BACKGROUND

A key responsibility of the Council's Chief Financial Officer is to give assurance on the robustness of the budget strategy which includes highlighting the risks associated with its deliverability and sustainability and the adequacy of reserves.

The framework within which the Council's budget setting process operates and the final budget strategy was developed is governed by legislation which provides regulatory safeguards for the Council:

Section 25 of the Local Government Act 2003 requires the authority's Chief Financial Officer to report on the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals in the budget report, so Members are informed and can consider this when they make their budget decisions.

Section 114 of the Local Government Finance Act 1988 highlights the Chief Financial Officer's responsibility to report to the external auditor and members if it appears to him that an unbalanced budget is likely to be set for the year. Further, the CFO shall make a report under Section 114 if it appears that the expenditure incurred during a financial year is likely to exceed the resources available to meet that expenditure; or if any unlawful expenditure is planned/takes place.

Local Government Finance Act 1992 identifies the requirement to set a balanced budget.

Section 151 of the Local Government Act 1972 - Financial Administration requires that authorities should appoint a Section 151 Officer to have responsibility for the proper administration of its financial affairs.

The Accounts and Audit Regulations 2015 – Regulation 4 requires that the accounting records and control systems include measures to ensure that risk is appropriately managed.

The CIPFA Financial Management Code 2019 - includes the following standard which should be complied with: "The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves".

The requirements of the Prudential Code must also be complied with (a separate report on prudential Indicators is included elsewhere in this suite of Medium Term Financial Strategy (MTFS) reports).

Section 106 of the Local Government Finance Act 1992 makes it a criminal offence for any Member with arrears of Council Tax which have been outstanding for two months or more to attend any meeting of the Council or one of its committees at which a decision affecting the budget is to be made, unless the Member concerned declares at the outset of the meeting that he or she is in arrears, and will not be voting on the decision for that reason. The Member concerned must then abstain from voting.

The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 provide that the Council's procedures must provide for the minutes to record how each Councillor voted (including any abstentions) when determining the Council's budget and the level of Council Tax to be levied

In addition the CIPFA guidance on Local Authority Reserves and Balances requires that a statement reporting on the annual review of earmarked reserves should be made to Council, at the same time as the budget. The statement should list the various earmarked reserves, the purpose for which they are held and provide advice on the appropriate levels. It should also show the estimated opening balances for the year, planned additions/withdrawals and the estimated closing balance. This is included as Appendix 5 of this report.

ROBUSTNESS OF ESTIMATES

Overview

The Council has faced a very protracted period of severe financial constraint including unprecedented cuts in Government grant in recent years – the reduction in RSG being over 80% between 2013/14 and 2019/20 and with only moderate inflationary increases in subsequent years. Since 2009/10 the Council has made £195.3m of ongoing savings to manage within its reduced resources whilst at the same time facing increasing demands for many service, such as safeguarding vulnerable children and adults. However, during this period, the Council has demonstrated robust budget management.

The Provisional Local Government Finance Settlement for 2026/27 implements the Governments Fair Funding Review which reforms the way funding is allocated to local authorities in England, making the system fairer, simpler and more transparent. It also provides provisional settlement figures for 2026/27, 2027/28 and 2028/29 providing more certainty over central government funding for future years. This has been reflected in the MTFS and the future budget gaps in the table in section 12.4. However, estimates of the Council's financial position beyond 2026/27 are still subject to uncertainty due to the increasing cost and demand for services, in particular Social care, reduction in interest rates and inflation which have been lower than anticipated, the impact on commercial income from loss of business through external factors and other legislative changes affecting services. We need to make the best estimates of the potential position facing the Council that we can in order to assist with

medium term financial planning. After the proposed Adult Social Care precept council tax increases in 2026/27 and proposed savings package put forward in this report, the projected budget gap over the following three years (2027/28, 2028/29 and 2029/30) for the Council is currently estimated to be around £22.2m, although this will be regularly updated as and when further information becomes available. The budget gap, however much it is, will need to be met through a package of savings measures driven by transformation and innovation within the Council as well as some increases in council tax and use of one-off resources in the short-term. The covering MTFS report proposes a package of measures which does not use any of the Budget Strategy or General Fund Balances to balance the budget in 2026/27 with the balance being retained due to the high level of uncertainty in future years. It is, however, now inevitable that some of the budget savings in future will have significant impacts on local people and the Council is committed to consultation and is keen to work with partner organisations to identify alternative options for service delivery. The Council will continue with its approach to budget consultation which will take place throughout the year, rather than only being compressed into a 4-week period which will allow greater focus and interaction with the community and particularly those service users and stakeholders with a strong interest in specific proposals. In parallel the Council is committed to investing in Telford's future and has a capital programme totalling £437m over the medium-term planning period which supports this.

The Council has specifically prioritised Adult Social Care and Children's Safeguarding to reflect the pressures being experienced by these services and the importance placed on them: Children's Safeguarding will have additional net investment of £2.7m in 2026/27 taking the net budget to approximately £52m in 2026/27; and additional investment of £15.8m in Adult Social Care in 2026/27, taking its net budget to over £97m in 2026/27.

Despite the financial challenges being faced, the Council has a clear goal to attract new jobs and investment and promote growth in the borough. The significant capital programme which totals over £437m demonstrates this commitment to ***Protect, Care and Invest to Create a Better Borough***. Growth will deliver increased numbers of houses and businesses in the borough which will result in additional council tax and business rates and whilst some additional costs will arise from a larger population, the net additional income generated will contribute towards helping to reduce the level of cuts needed – subject to periodic resets of the local government finance system.

The financial outlook clearly remains uncertain and challenging and there is an ongoing programme of targeted service reviews and restructuring underway.

Therefore, overall and given the:

- **Continued successful delivery of savings which will total £195.3m by the end of this year,**
- **Long-term service redesign, particularly in relation to Adults and Children's services,**
- **More commercial approach to some services being adopted, and the investment being made in the borough,**

It is considered that the Council is pursuing a sound financial strategy, particularly in the context of the most prolonged and challenging financial position it has ever faced due to the combined long-term effects of Government grant cuts, inflation, and increased service pressures. Further, it is considered that the Council maintains an adequate level of reserves and provisions and has an appropriate medium-term strategy for the use of reserves.

The 2026/27 Medium Term Financial Strategy has been informed by:

1. Impact Assessments and Risk Management

We are continuing to develop and deliver savings; some impact on service delivery is inevitable. A commitment has been given to protect delivery of the most essential services for vulnerable children and adults.

Due to the ongoing scale of savings required which will inevitably be more challenging on top of the savings already delivered, the Council will continue with its approach to the development of future savings proposals which allows more time for consultation with stakeholders about options to minimise impacts. Going forward, therefore, proposals will be developed as soon as opportunities arise and capacity allows, rather than concentrating consultation through the 4-week period as part of the annual budget process. This will allow meaningful engagement with our community and partners to develop creative solutions and will mean that the budget engagement process will take place throughout the year as an ongoing dialogue.

It seems inevitable that the level of financial risk will increase both to individual services and the operation of the Council as a whole. Cumulative risk attached to adopting an increasingly commercial approach will also need to be kept under review and key commercial decisions will continue to be subject to development of business cases and Cabinet approval.

A differential approach to savings targets has been taken by Cabinet Members, Executive Directors and Directors within their service areas, rather than an across the board percentage reduction, to recognise the relative demands, risks, opportunities and challenges faced by different Council services.

We have set aside a revenue contingency of £3.95m next year held corporately, a further £3.5m has also been earmarked corporately for inflation and pay awards.

Individual service areas have continually managed and monitored key risks relating to their service areas to ensure they are providing the best service they can when faced with reduced resources and ongoing reviews. The senior management team monitors service performance and seeks to manage and mitigate significant potential exposures to

risks where possible. The current strategic risk register is included at Appendix 13 of this report

2. The Financial Monitoring Process

Financial monitoring provides a regular financial health-check throughout the year and also provides information which feeds into the budget strategy. Financial monitoring follows a risk-based approach with high-value, volatile areas being monitored more closely than low-value, less volatile areas. Regular financial monitoring reports are presented to Senior Management Team and Cabinet during the year which highlight any significant variances and therefore areas of risk. Progress on the delivery of savings will be monitored through this route flagging both 'in year' and future year financial strategy impacts. The reports also monitor the budget contingency and performance against council tax, business rates and sales ledger income collection targets. The Senior Management team may consider significant debts outstanding to the Council and agree actions to obtain payment as quickly as possible.

3. The Budget Setting Process

The overall medium term financial planning position of the Council is controlled through a model which is updated during the year as new information becomes available - including current year trends identified through monitoring. At a more detailed level finance officers meet with budget holders and review all budgets on an annual basis on top of the usual monitoring work. Budgets are cash limited. Areas of unavoidable growth and pressures have been identified and scrutinised as part of the budget process along with the deliverability of the savings package which forms an integral part of the overall strategy.

The budget setting process links to both the budget monitoring process, performance monitoring and risk management, discussed above, together with other issues such as meeting new legislative requirements and statutory obligations.

2026/27 Budget Assumptions and Considerations:

Given the difficult financial position the Council faces, a tight line has been taken on planning assumptions for next year, but this is mitigated by the inclusion of the general revenue contingency of £3.95m. A further £3.5m is also earmarked for contract inflation and pay awards, which is held centrally.

The Council has seen additional demand and increasing costs for many services, including Adult Social Care and Children's Safeguarding. If the 2025/26 final outturn is over budget this will be covered from use of reserves.

Further information can be found in the Financial Monitoring Report also on this agenda.

<u>Inflation/Pay Awards</u>	
Pay Awards	An allowance of 3.2% for 2026/27, and 2% in subsequent years. The assumption for teachers pay in 2026/27 is 2.1% based on the current three year offer from the DFE of 6.5%. If the estimates are inaccurate the actual level of pay award will be allocated to service budgets and any adjustment made to the budget model which will either increase or reduce the use of contingencies/ balances/savings requirement.
Apprentice Levy	An allowance of 0.5% of the pay bill is included to meet the cost of the Apprentice Levy. Schools will pick up the cost of their element of the levy.
Employer's Pension Contribution	The Shropshire Pension Fund had a funding level of 115% as at 31 March 2025, the date of the last triennial evaluation undertaken by independent actuaries. Following this and discussion and negotiation with Pension Fund Officers, the employers' rate was set at 12.2% which has been included in budget projections for 2026/27. The next actuarial valuation is 31 March 2028 which will be implemented in April 2029. MTFS projections will be updated when information becomes available.
Employer's National Insurance Contribution	The Employers National Insurance rate has been included in the MTFS based on current rates of 15% with the employers threshold at £5,000
Non-Pay budgets	A provision for known contractually committed inflation has been included. No other allowance for non-pay inflation has been made as budgets are cash limited. If inflation rises further this will place pressure on service budgets and the position will be kept under review through regular financial monitoring.
Contingency	A general contingency of £3.95m is included for 2026/27 which could be used to supplement provision for inflation/pay awards if necessary.
Service Pressures	The difficult economic situation including the cost-of-living emergency has an impact on the community and results in an increase in demand for council services. The key service pressures identified for the medium term relate to Adult Social Care and Children's Safeguarding & Family Support.

	Children's Safeguarding & Family Support – financial monitoring shows a projected net overspend of £2m for Children's Placements, however this is being covered by one off reserves available in year reducing the overall pressure to £646k. Safeguarding children from harm and neglect is one of the Council's top priorities and the net budget for 2026/27 of £52m ongoing investment. A continuous improvement strategy is in place which is focussed on reviewing and re-modelling services and finding new and innovative ways of doing more for less (see Appendix 10). The position will be continually monitored and reviewed again as part of the 2027/28 service and financial planning process. The Service has developed a rolling 4-year placement model with the aim to reduce the total number of placements. Adult Social Care – the Council has consistently prioritised the protection of vulnerable people and the level of cuts made to the Adult Social Care budgets has been significantly less than other services. In total, the Adult Social Services budget will be increased by £15.8m in 2026/27, taking the total budget to over £97m. While we are committed to meeting the assessed needs of vulnerable adults changes will be needed to the way services are provided to deliver savings in future years. An Adult Social Care Continuous Improvement Plan is also in place which focussed on supporting local people to live as independently as they can in their own home, as far as possible (see Appendix 11).
Central Government Funding / Local Government Resources Review	Significant changes are being made to the Business Rates Retention Scheme from 1st April 2026 which will introduce 3 new multipliers as well as a reset of the system and a revaluation. The fundamental review of local government funding in the form of the Fair Funding Review will be implemented from 2026/27 alongside the provision of a multi-year settlement. This provides more certainty over future years funding up to 2028/29. The level of business rates appeals is of a concern, as there is likely to be a high level of appeals with the 2026 revaluation and new multipliers. The Council has made prudent provision to meet the cost of successful appeals which is reviewed annually.
Non Domestic Rates Income	The amount included in the budget for business rates in 2026/27 has been based on local information, including prudent provision for outstanding appeals. The position will be closely monitored.

Council Tax	The Council has proposed a Council Tax increase for 2026/27 of 4.99% which is made up of 2% Government's "Adult Social Care Precept" and 2.99% general increase. Confirmation of the referendum limit thresholds for 2026/27 was received in December and there is no risk of the planned council tax increase being above the threshold set and the Council therefore incurring additional costs of holding a referendum and potential re-billing costs.
Council Tax Support – Council Tax Reduction Scheme	The Council is continuing its Local Council Tax Reduction (CTR) Scheme in 2026/27. The CTR scheme is a banded discount scheme with levels of discount awarded depending on family size and weekly income. The council tax hardship fund will also continue next year. It is available to award discretionary discounts in cases of extreme financial hardship. Council tax reduction is paid as a council tax discount and there is a greater financial risk than under the Council Tax Benefit System as claimants classed as "non-vulnerable" who previously received 100% benefit will have some council tax to pay. The impact of the CTR has been included in the setting of the council tax base for 2026/27.
Interest Rates	The Bank of England held the base rate at 4% in November 2025 with a further reduction to 3.75% December 2025. Interest rates are a measure used to control increasing inflation, which started 2025/26 at 3.5%, rising to 3.8% between July and September and reducing only slightly to 3.2% in December 2025. The interest rate forecast from MUFG Corporate Markets (formerly Link Group, the council's treasury advisors) is that there will be a gradual approach to interest rate cuts, beginning in the second quarter of 2026 (1st quarter of 2026/27 financial year), but this is dependent on inflation. Our investment and borrowing strategies for 2026/27 are set within this context. The interest rate assumption for new borrowing is 4.5% in 2026/27, 4.3% in 2027/28, 4.0% in 2028/29, falling to 3.5% in subsequent years. Interest rates will be monitored closely and will impact on the in-year treasury surpluses that the Council has benefitted from in recent years as a result of our policy of maintaining relatively high levels of short-term temporary funding as the difference between the temporary rates and the assumption for long term rates built in to the budget will be considerably less resulting in reduced in-year surpluses.

	A flexible approach to borrowing will be taken, in consultation with our treasury advisors, consideration will be given to affordability, maturity profile of existing debt, interest rates and refinancing risks as well as borrowing source. Maximum investment levels with counterparties are set to ensure prudent diversification and following strict investment criteria. Full details are included in the Treasury Management Strategy report included in this suite of medium-term financial strategy reports. One of the primary objectives is to reduce the Council's exposure to risk while at the same time maximising returns. In the current interest rate environment and with considerable uncertainty on the financial robustness of counterparties, it is more advantageous to reduce investment levels and therefore reduce borrowing requirements. The investment portfolio is monitored on a regular basis and advice is received from independent professional treasury advisors.
Treasury Management	The Treasury Strategy for 2026/27 follows the requirements of the CIPFA Prudential Code and Treasury Management Codes of Practice and clearly identifies the various exposures to risk and strategies in place to minimise this. The Audit Committee has a role to review and monitor the Council's treasury management arrangements which includes policies, procedures and the management of risk. The 2026/27 Treasury Strategy was presented to Audit Committee on the 28 January 2026 for their consideration and comments. The Committee will monitor progress during the year.
Non-Treasury Investments	The Investment Strategy for 2026/27, included as part of the suite of Medium-Term Financial Strategy papers, focuses on non-treasury investments. These investments are made to support local public services and include some investments which deliver council priorities, such as regeneration, provision of high quality homes for rent and a return to the Council.
Dedicated Schools Grant (DSG) Schools Block	The total allocated by the DfE in December 2025 for the 2026/27 Dedicated Schools Grant was £265m (including academies). There are four blocks making up the total DSG figure: • Schools; • High Needs; • Early Years; and • Central School Services. The largest of these four blocks is Schools, which funds mainstream schools. This has increased by approximately £7.3m in 2026/27 to £186.2m. The increase is due to a combination of previously separate pay and pension grants

	being brought within DSG, an increase in funding per pupil of just over 2% (arising from the Government's increase in funding for schools generally)
High Needs	The next largest block is High Needs at £42.2m. Whilst this represents an increase of £2.5m compared to 2025/26, the cash increase is only due to previously separate grants being added into the block, in a similar way to the Schools Block described above. Like for like there is no increase to 2025/26 funding. High needs will remain an area of significant financial pressure both nationally and in Telford & Wrekin, due to the upwards trend in the number and complexity of children and young people with high needs. The government is due to release a White Paper covering the future of SEND provision, in early 2026, including measures to stabilise the financial position. It appears likely that funds that otherwise would have been used to increase the high needs block will instead be allocated to support the "reforms" arising from the White Paper. Telford & Wrekin's DSG deficit, arising from high needs pressures, is likely to be around £10m, at the end of 2025/26, compared to £4.7m at the start of the financial year. The existing ring-fence around local authority DSG deficits has been extended until March 2028 including any residual deficits remaining with Local Authorities following the governments High Needs Stability Grant which is funding 90% of the accrued deficit at the end of 2025/26.
Early Years	The Early Years block, £35.5m, will be adjusted for actual numbers of early years pupils in 2026/27 and so will be finalised retrospectively in Summer 2027. The 2026/27 allocation is significantly higher than 2025/26 at £30.5m due to the full year impact of the extension in funded provision that took effect in September 2025, and an increase in the hourly funding rates for early years provision.
Central School Services	The Central School Services Block CSSB), £1.6m, was introduced in 2018/19 following the demise of the Education Services Grant (ESG), which ceased in August 2017. Funding for education central services – statutory obligations for local authorities, not discretionary support – had sharply declined since the abolition of the ESG, but T&W's 2026/27 CSSB allocation is £0.4m higher than 2025/26 due to funding for additional costs of increased employers National Insurance contributions for centrally employed staff

	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 2026/27 to cover costs of statutory services that apply only to mainstream schools, including £0.120m towards the cost of quality assurance duties.
Estimates on the level and timing of capital receipts	The revenue budget and capital programme assume around £17.8m anticipated future capital receipts over the medium-term planning period. Any shortfall or delays in generating expected receipts or in the amounts generated will need to be taken into account in future medium term financial strategies. This could require scaling the capital programme back, re-phasing schemes or entering into additional prudential borrowing which would necessitate further cuts to services. Delivery of projected receipts is monitored on a monthly basis as part of overall financial monitoring and reported to Cabinet quarterly. There is currently a Flexible Use of Capital Receipts Direction in place in relation to Transformation spend up to and including 2029/30. The Council will take advantage of this offer which will result in higher levels of debt (as the capital receipts being used would otherwise have been available to fund planned capital projects). The impact is included in the Medium-Term Financial Strategy.
Minimum Revenue Provision (MRP)	The policy in relation to MRP is set out in the Treasury Management Strategy Report. The rules around the calculation of the cost of borrowing that must be charged to the revenue account – the minimum revenue provision (MRP) - have been prudently applied in setting the 2026/27 budget strategy. The MRP methodology adopted increases borrowing in the medium term as less MRP is set aside however by the end of the life of the asset the impact on borrowing is nil. Full details of the MRP approach is included in the Treasury Strategy report (also on this agenda).
Prudential Borrowing / Prudential Indicators	The use of prudential borrowing is in line with the capital programmes approved by full Council. Prudential Indicators are approved as part of the budget strategy (see separate report on this agenda) and are monitored and reviewed on a regular basis.
Savings	The Council has an excellent track record of delivering savings in accordance with agreed plans. Since 2009/10

	savings totalling over £195.3m have been delivered and the outturn position has consistently been within budget. Additional net savings/income totalling £19.1m are proposed in the MTFS. Work will continue to identify additional income and savings to bridge the potential budget shortfalls currently projected for future years. There is a capital receipts flexibility to meet severance costs and an invest to save/capacity fund which support the delivery of ongoing savings.
Financial Risks inherent in any new funding partnerships, major outsourcing deals or major capital developments	There are a number of major capital projects that have been identified which require careful project management and monitoring during 2026/27 and beyond to ensure commitments are matched by funding actually achieved, particularly the reliance on capital receipts and future government funding levels for the Council and its public sector partners. Major capital projects in the medium-term strategy include the Housing Investment Programme and the Property Investment Portfolio Growth Fund.
The availability of other funds to deal with major calls on contingencies	General reserves or other funds may have to be used temporarily and restored if revenue contingencies, management and policy action is insufficient to deal with a major issue. The Council has evaluated the risks it faces against available balances as outlined earlier in this appendix and concluded that around £26m is available to support the Medium-Term Financial Strategy.
The overall financial standing of the authority (level of borrowing, debt outstanding, collection of council tax etc.	The Council's approach to sustaining its overall sound financial position is covered in a number of sections of this Appendix. The overall projected net indebtedness position as at 31 December 2025 was £435.5m; net additional prudential borrowing anticipated in 2026/27 is £74.6m, although a significant element of this relates to the Housing Investment Programme and PIP investments which will generate a return greater than the cost of associated debt charges. The total reliance on capital receipts in the medium-term strategy is £17.8m in line with profiled disposals (additional information is provided in both the Capital Programme and Treasury Management Strategy Reports). The Council budgets prudently for its level of borrowing, avoiding external borrowing where cash flow permits, keeping investment exposure low while rates available for new investments are very low.

	The assumed council tax collection rate 2026/27 is 99.25%. For each 1% not collected the cost is approximately £0.938m in lost income to the Council. Legislation requires that any collection fund deficit is corrected through Council Tax in the next year. Cumulative collection rates to date for recent years are **2015/16** 99.57% **2016/17** 99.49% **2017/18** 99.41% **2018/19** 99.30% **2019/20** 99.16% **2020/21** 99.10% **2021/22** 98.86% **2022/23** 98.72% **2023/24** 96.54% **2024/25** 98.04% **2025/26** 61.22% (as at October 2025) Final recovery rates for all years are normally projected to be over 99.25%. Collection rates are regularly monitored and reported to Cabinet.
The authority's track record in budget and financial management	The Council continues to demonstrate extremely strong financial management with outturn being very close to the net budget set and no overspends during the previous 16 years: • 2009/10 – underspent by £0.332m (0.27% of budget) • 2010/11 – underspent by £0.083m (0.07% of budget) • 2011/12 – underspent by £1.843m (1.42% of budget) • 2012/13 – underspent by £0.055m (0.04% of budget) • 2013/14 – underspent by £0.099m (0.07% of budget) • 2014/15 – underspent by £1.145m (0.89% of budget) • 2015/16 – underspent by £0.121m (0.10% of budget) • 2016/17 – underspent by £0.167m (0.14% of budget) • 2017/18 – underspent by £0.150m (0.12% of budget) • 2018/19 – underspent by £0.275m (0.23% of budget) • 2019/20 – underspent by £0.146m (0.12% of budget) • 2020/21 – underspent by £0.039m (0.03% of budget) • 2021/22 – underspent by £0.048m (0.04% of budget) • 2022/23 - underspent by £0.012m (0.01% of budget) • 2023/24 - underspent by £0.015m (0.01% of budget) • 2024/25 – underspent by £0.091m (0.06% of budget) This demonstrates an outstanding track record of continuous strong financial management, despite considerable pressure on service budgets, notably Adult Social Care and Children's

	Safeguarding and a period of significant cuts to Government funding.
Virement	Virement is an important feature of budgetary control. It provides flexibility to adapt expenditure patterns to meet changing needs and objectives, consistent with Council policy. No Director or Service Delivery Manger should plan to overspend. All expenditure should be consistent with approved service priorities and the overall approved budget.
The adequacy of the authority's insurance arrangements to cover major unforeseen risks	The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure". The Council use the services of an external insurance advisor to provide additional expertise in managing insurance arrangements. The Council has a strategic risk register (Appendix 13 of this report) 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 regularly reviewed by Senior Management Team and Service Areas to manage risks and mitigate potential exposures.

These assumptions are reviewed on at least an annual basis.

Reserves & Balances Policy

Introduction

Guidance on local authority reserves and balances is available from the Chartered Institute of Public Finance & Accountancy (CIPFA). This represents good financial management and underpins the framework followed by Telford and Wrekin Council in this policy.

Types of Reserves and Balances

As part of the Service & Financial Planning process, the Council will consider the establishment and maintenance of reserves and balances.

Reserves and balances can be held for a number of purposes. Some reserves and balances are essential for the prudent management of the Council's financial affairs. These will provide a working balance to cushion the impact of uneven cash flows; a contingency for the impact of unexpected events or emergencies and allow the creation of earmarked reserves to meet known liabilities. The consequences of not keeping a minimum level of reserves can be serious and is therefore one of the considerations taken into account when setting the medium-term financial plan.

When establishing reserves, the Council will ensure compliance with the Code of Practice on Local Authority Accounting in the United Kingdom.

Some of the most commonly established earmarked reserves are:

- Sums set aside for major schemes, such as capital developments
- Insurance reserves – to provide for an element of self-insurance
- Service Balances – to permit under spends to be carried forward for future commitments
- School Balances – unspent balances of budgets delegated to individual schools

Level of Reserves and Balances

The minimum prudent level of reserves that the Council should maintain is a matter of judgement. It is the Council's safety net for unforeseen circumstances and must last the lifetime of the Council unless contributions are made from future year's revenue budgets. CIPFA guidance does not set a statutory minimum level so it is up to the Council itself, taking into account all the relevant local circumstances, to make a professional judgement on what the appropriate level of reserves and balances should be. Telford & Wrekin Council adopts a risk based approach to determine the appropriate level of reserves and balances to sustain and that which can be released to support the medium-term financial plans.

Reserves and balances are only maintained in accordance with the assessment of need undertaken by the Service and Financial Planning Group (which includes all Executive Directors) with SMT and Cabinet Members and are used

in a planned way. Therefore, the opportunity cost of maintaining the determined levels is kept to a minimum while interest is earned on the retained amount.

Process
Each reserve and balance will have a clear purpose showing how and when it can be used together with a process for review to ensure continuing relevance and adequacy.

An annual review of reserves and balances will be undertaken as part of the budget process each year and a schedule presenting the estimated opening balances for the forthcoming year, planned additions to/withdrawals from and the estimated closing balances will be presented in the budget report. The schedule will also show the purpose of each reserve and an overall comment on the appropriateness of the values held.

Consideration is given to the key financial risks and mitigation available to determine the resources available over the medium term to support the Council's budget.

This process will be repeated each year to ensure the ongoing adequacy of the Council's reserves and balances.

Responsibilities and Reporting Mechanism
The Chief Financial Officer has a duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds.

The level and usage of reserves will be formally approved by Council, as part of the budget strategy, informed by the Chief Financial Officer's judgement and expertise.

The budget report to Council will include a statement showing the estimated opening balances for the year ahead (including general fund and earmarked funds), any projected additions to/withdrawals and an estimated end of year balance. This will be accompanied by a statement from the Chief Financial Officer on the adequacy of the general reserves and provisions for the forthcoming year and the authority's medium term financial strategy.

Appendix 15: Council Tax Reduction Scheme 2026/27
Council Tax Reduction Scheme

The Government announced as part of the Spending Review in 2010 that it would localise support for Council Tax from 2013/14. Councils were required to establish local Council Tax Reduction schemes (CTRS) to be implemented on 1 April 2013. CTRS was referred to locally as Council Tax Support (CTS) and more recently as Council Tax Reduction (CTR).

The Council currently provides Council Tax Reduction (CTR) to approximately 12,635 claimants, of which 7,375 are of working age. Due largely to the accelerated migration of customers from legacy benefits to Universal Credit the caseload has reduced by 709 claimants. Residents who are of state pension age (a minimum 66 years of age for both men and women) are protected under the Government scheme, in that the calculation of the support they receive is set by Central Government. For working age applicants however, the Council Tax Reduction they receive is determined by the Local Authority.

We last consulted on our Council Tax Reduction Scheme in the autumn of 2019. The new scheme for 2020/21 saw a move to an income-based grid scheme (also commonly referred to as a banded scheme). The scheme aimed to rebalance the distribution of the available funding to ensure that the most financially deprived customers received a greater level of support than the previous scheme allowed. The scheme was approved at the Full Council meeting of 23 January 2020 - minute 57 (d) (a) (Council Tax Support Scheme). The scheme is approved each year and for 2025/26 the scheme was approved at the meeting of 27 February 2025 – minute 60 paragraph i.

The three main drivers for making the changes to our local scheme from April 2020 were:

- The need to redistribute the funding available so that the most financially deprived receive the help they need.
- The introduction of Full-Service Universal Credit in the borough from November 2018.
- The need to simplify the scheme so customers are able to understand it.

Analysis of Council Tax collection figures for working-age CTR customers since April 2020 indicates that changes to the scheme have not adversely affected CTR customers. In fact, the scheme appears to have redistributed more support to the most financially vulnerable residents, with collection rates generally higher than before the changes - except during 2020, when recovery activity was paused due to the Covid-19 pandemic.

However, there has been a decline in collection rates for Council Tax Reduction when comparing November 2024 (53.8%) with November 2025 (52.19%). The primary reason for this drop is the managed migration of customers from legacy benefits to Universal Credit. Residents who made a new claim or had certain changes of circumstance have been receiving Universal Credit since November 2018. However, those in receipt of legacy benefits have been contacted by the Department for Work and Pensions in phases since April 2024 as part of their managed migration programme.

Working-age customers receiving certain legacy benefits were passported to the maximum level of Council Tax Reduction (a 90% discount). Under Universal Credit, however, the discount in our CTR Scheme is calculated based on actual income minus disregarded income. This change has resulted in some customers receiving reduced discounts - 75%, 50%, 25%, or even none - depending on their income level.

Customers affected by this change have been encouraged to apply for Council Tax Reduction

Hardship support. Applications have increased significantly, with 53% more received between April and November 2025 compared to the same period in 2024. So far, 67% of applications have resulted in an award, and the total value of awards has risen by 148%. This increase reflects both the higher volume of awards and the provision of longer and larger awards to help customers adjust to their reduced Council Tax Reduction discount.

We are not proposing any local changes to the scheme for 2026/27, other than the annual uprating of amounts within the income grid.

The scheme will take effect from 1 April 2026 and is attached as Annex I.

A full Equality Impact Assessment of the proposed scheme for 2020/21 was undertaken and will be refreshed for 2026/27.

Council Tax Reduction Hardship Scheme

Since 2013 a Council Tax Reduction Hardship Assistance fund has been approved each year by Cabinet which has been invaluable in providing additional support to the most financially vulnerable customers. Within the budget strategy for 2026/27 funding has been identified for the scheme to continue, allowing for additional tailored financial support.

The Council Tax Reduction Hardship Assistance Policy is attached as Annex II.

Review of the Scheme

The Council will continue to monitor the impact of the changes to the CTR scheme from April 2020 via Council Tax collection figures and the CTR Hardship applications received. Although the policy has to be considered by Full Council every 12 months it is our intention that the scheme will remain unchanged unless there are technical changes required, or there are any unexpected and unintended consequences resulting from the changes to the proposed new scheme.

Appendices

Annex I -	Council Tax Reduction Scheme Policy for 2026/27 under S13A (1) (a) and Schedule 1a of the Local Government Finance Act 1992 can be downloaded at www.telford.gov.uk/CTR202627
Annex II -	Council Tax Reduction Hardship Assistance Policy from April 2026.

Telford & Wrekin Co-operative Council

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Telford & Wrekin Council

Council Tax Reduction Hardship Assistance Policy
ANNEX II

Effective from 1 April 2026

1. Introduction and aim of policy

This policy applies to all applications for Council Tax Reduction Hardship Assistance (CTRHA).

From 1 April 2013 Council Tax Benefit was abolished and replaced by local schemes designed individually by Local Authorities. From 1 April 2020, the Telford & Wrekin scheme will be called Council Tax Reduction.

As part of this Council's Council Tax Reduction scheme a cash limited fund is available to provide Council Tax Reduction Hardship Assistance to aid and assist the most impoverished individuals and families.

The aim of the policy is to ensure that the funding is used in the most appropriate way to provide additional financial assistance with their Council Tax liability to the most vulnerable customers who, without it, are likely to experience financial hardship and increased levels of unmanageable debt.

We have a duty to act fairly, reasonably and consistently. This policy gives the outline of when a CTRHA award will and will not be granted.

2. Operation of the scheme

Procedural requirements dictate that, in every case, the applicant must complete the appropriate CTRHA application form giving details of income and expenditure to show that they require further help with their Council Tax costs. When an applicant has difficulty completing the application then assistance will either be given over the telephone, at an office based appointment or through a home visit.

The Council will use any other available information, including information collected on any Housing Benefit, Council Tax Reduction or Universal Credit award details when considering the claim for CTRHA. However, the applicant should provide such available evidence as necessary in support of their claim, for example, a letter from a doctor, evidence of necessary exceptional expenditure, etc. We may request further evidence in support of the application.

A decision maker will speak with the applicant where it is deemed the applicant will benefit from further advice or additional information is required. This may be during a home visit, office interview or via telephone. The purpose of this conversation will be to give the applicant the opportunity to discuss fully their reasons for their application and will allow for the decision maker to consider income, expenditure and family circumstances. This method of approach has two distinct advantages;

- It enables us to gather as much information as possible to assist with the final decision making process. In doing so it will identify possible entitlement to other welfare benefits or services which the applicant is entitled to which may improve their financial situation.

- It will enable the officer to identify areas and recommend steps that the applicant can take to improve and alleviate their hardship immediately or during the award.

In both the above scenarios a successful award of another benefit, or action that the customer can take themselves, should help improve their financial situation and will reduce or negate the need for a CTRHA award meaning that extremely limited funds available within the scheme can be diverted to other cases of hardship.

There may be occasions where it may be deemed unnecessary to speak with the applicant including where there is a short term need because a known change, such as the award of an age-related benefit or change in household, will end the need for assistance or where another officer of the Council e.g. social worker or partner organisation e.g. Citizens Advice is providing support and advice to the applicant.

The amount and duration of the award is at the discretion of officers from the Benefits Service with delegated responsibility for this function. However an applicant cannot receive a greater amount of CTRHA award than the shortfall in the daily Council Tax liability after taking into account any Council Tax Reduction entitlement. The exception to this is one off lump sum costs to clear previous year debts where the amount of shortfall does not determine the amount of the lump sum payment.

The expenditure on CTRHA will be monitored closely. Each month, expenditure will be reported within the Welfare Services monthly update.

3. Factors to Consider

Conditions that must be met for Council Tax Reduction Hardship Assistance

For a CTRHA award to be considered the applicant must:-

- Be entitled to Council Tax Reduction or is entitled to Universal Credit;
- Have a Council Tax liability; and
- Require further assistance with the shortfall between the daily amount of Council Tax charged and the daily amount of Council Tax Reduction they are entitled to.

Council Tax Reduction Hardship Fund cannot pay for the following;

- Clearing Council Tax balances caused as a result of a fraudulently claimed discount or exemption
- Council Tax penalties, sanctions, or suspensions;
- Charges incurred as a result of action taken to recover overdue Council Tax, such as liability orders, court costs, fines etc.

Consideration will be given to applications from ex-armed Forces Personnel, as part of the Council's commitment to the Armed Forces Covenant, where additional help is likely to increase the chance that they will be able to sustain a stable and secure home.

Whilst *all* income is usually taken into account when calculating entitlement to Council Tax Reduction Hardship Assistance War Disablement, War Widows / Widowers Pensions and non-attributable Invaliding Benefits (both pre and post 6 April 2005) will not be included within the calculation of household income in recognition of the special circumstances that the payment is made under.

4. Decision Making

Whilst recognising the need for individual consideration of the circumstances of each case, consistency is also important. Each case needs to be looked at on its own merits and all customers need to be treated equitably and fairly when the scheme is administered. We therefore need to consider in each case:

- If the applicant is entitled to any other welfare benefits that they are not currently claiming.
- If the applicant is entitled to any other Council Tax exemptions that could reduce the amount of their liability e.g. Disabled Band Relief.
- The financial, medical or social needs and circumstances of the applicant, their partner and any other persons in the household.
- The income and expenditure of the applicant and other members of the applicant's household.
- The amount of any savings and capital held by the applicant and other members of the applicant's household.
- Any exceptional circumstances such as, the ill health or disability of the applicant or a member of the applicant's household. Examples include the need for an extra room because of a health problem affecting a member of the household, a requirement for the household to live where they do because of the need for access to medical or support services, specific extra health-related expenses such as non-prescription medicine and the nature of a health problem means the choice of housing is restricted either temporarily or permanently.
- The level of debt of the applicant and family and options to re-negotiate non-priority debts.
- The possible impact of not making such an award, e.g. the addition of further costs, or inability to meet other demands
- The probable consequences of council tax arrears for the applicant or family members, especially if any of them are vulnerable by reason of age, sickness or disability.
- Any other special circumstances

Examples of the kind of situations where further help <u>may</u> be given include:

- Where there has been a significant change in the applicants and/or family circumstances which means the Council Tax charge is no longer affordable.
- Where there are significant debt issues.
- An unexpected crisis that has had an impact on finances.
- Where a change in the annual Council Tax Scheme has resulted in a reduction in entitlement and the applicant needs a period of time to adjust their finances to be able to afford their liability.

These are only examples - the list is neither exhaustive nor prescriptive

The decision maker will not normally award CTRHA in cases where the applicant has demonstrated they have sufficient surplus income or capital to be able to meet their Council Tax liability themselves.

The authorised decision maker decides how much to award based on all the circumstances. This may be any amount up to the difference between the weekly Council Tax liability and Council Tax Reduction entitled to.

5. Period of award

The duration and level of CTRHA award will be determined individually for each customer by the decision maker. CTRHA awards are only intended to be short term awards due to the limited fund available. It is not intended that the fund will be a long-term solution to changes in the Council Tax Reduction Scheme. In determining the period of award, examples are given below of the types of factors that may be appropriate for consideration;

- To allow a reasonable timeframe for the applicant to take steps to ease their financial hardship for example the date a contract for non-essential expenditure ends or to allow time for a debt re-payment plan to be entered into.
- If there is a known change e.g. when a debt is due to be paid off, or when a claim for another welfare benefit is likely to be decided.
- If there is a known change to the household and when that is likely to happen.

Where possible we aim for a decision to be made within 14 days of receipt of all relevant information. If the claim is successful, CTRHA awards will be made direct to the relevant Council Tax account.

The amount of any CTRHA award is entirely at the discretion of the delegated officers from the Benefit Service. A successful claim **does not** imply that a further award will be made at a later date, even if the applicant's circumstances have not changed.

The start date of a CTRHA award will usually be the most appropriate of:

• The day the Council receives the relevant claim; or
• The day of a relevant change in circumstances giving rise to the need for the CTRHA award.

However the decision maker may decide that a different date is appropriate based on the particular circumstances of the claim. Due to the expected pressure on the CTRHA fund, a claim will not usually be backdated more than 3 months although, in appropriate exceptional circumstances, then backdated awards may be made which cover the period of Council Tax arrears. In such cases, some Council Tax Reduction or Universal Credit must have been in payment for the period concerned.

Claims may be made in advance of a change in legislation.

Most awards will be short term awards, typically not more than 4-6 months, however the length may vary depending on the customer's circumstances.

When CTRHA period comes to an end, if a customer wishes to reapply they will usually be required to complete a further application or review form to renew their award. It may be possible to extend an existing CTRHA period for up to eight weeks

if the customer has confirmed their circumstances have not changed but whose circumstances are likely to change within the next eight weeks e.g. have been offered a job, moving house, a known change in income etc.

Where a customer has not taken steps to ease their own financial circumstances, for example;

- they have not taken steps to apply for additional income that may be available; or
- have not reduced or have increased non-essential expenditure;

then further applications are likely to be refused. A further award may be made if there is a commitment from the applicant they will take steps to ease their financial circumstances. If, after two periods of award, the customer has not taken the advice given in previous awards it is possible that a further award will not be made.

A previous successful award does not guarantee that subsequent awards will be granted.

6. Notification

The Benefits Service will notify the customer of the outcome of their application within 3 working days of making the decision.

Where the application is successful, the notification will advise:

- the amount of CTRHA award granted, if any
- the period of the award
- the requirement to report any relevant change
- recommendations of the steps that the applicant may take during the period of the award to resolve or improve their personal situation

Where the application is unsuccessful, the notification will state clearly the reasons for the decision.

All notifications of decisions on claims shall offer the opportunity for the customer to seek a review of the decision made.

7. Changes in circumstances

It remains the duty of the applicant to notify the Benefit Service of any change in circumstance that may be relevant to the continuation of their CTRHA award.

A CTRHA award may be revised where the applicant's circumstances have changed. Incorrect awards of CTRHA can be recovered where the payment has been made as a result of a misrepresentation or failure to disclose a material fact or as a result of an error. The Council will normally recover a CTRHA award where the applicant's own actions contributed towards the overpayment and recovery of the award would enable us to reallocate those sums within the current financial year.

However, we will consider the circumstances of each overpayment on its merits, being mindful of the impact that recovery may have on the ongoing financial vulnerability of the applicant.

Incorrect CTRHA awards may be recovered via the person's Council Tax account.

Fraudulent claims

The Benefit Service is committed to the fight against fraud. Any applicant who tries to fraudulently claim a CTRHA by providing a false statement or evidence in support of their application may be liable for prosecution.

8. Officer Roles

Decision Maker (Discretionary Awards Officer or equivalent) – will where appropriate speak with the applicant, either over the phone, in the applicant's home or arrange an office based meeting. They will consider all the information available to them and calculate whether the customer can afford the shortfall between their Council Tax Reduction and their Council Tax liability. The decision maker will also give advice on how the customer can ease their own financial circumstances.

The Decision Maker will decide whether to make an award and the length of any award. They will write to the applicant detailing their decision.

The Service Delivery Manager with responsibility for Benefit and Welfare Services has the authority to delegate decision making powers to another suitably experienced officer if there should be a need.

Appeal Officer – any appeals received will be decided by the Quality Assurance and Appeals Team.

The Service Delivery Manager has the authority to delegate this function to another suitably experienced officer.

9. Appeals

CTRHA are not payments of Housing Benefit or Council Tax Reduction and are therefore not subject to the statutory appeals mechanism, although the route of Judicial Review is available. The Benefits Service will operate the following policy for dealing with appeals against any decision on a claim: –

- An applicant, or person acting on their behalf, may request a review of the decision. A request for a review shall be made in writing and must be delivered to the council by any method which is acceptable for a CTRHA claim. Any request for a review must be made within one calendar month of the customer being notified of the decision.
- The decision will be reviewed internally by the Quality Assurance and Appeals Team, who will not have been responsible for the original decision, and they will issue their written decision.

- Where the designated Officer carrying out the internal review decides not to revise the original decision, they will notify the appellant of the outcome of the review, setting out the reasons for confirming the original decision.
- In exceptional circumstances only, officers may extend the time limit for a review to be requested.

10. Publicity

The Benefits Service will seek the co-operation of all teams within the Council, landlords and voluntary sector organisations to ensure publicity is suitably targeted to ensure it is those who are most in need that apply for the extra assistance.

Telford & Wrekin
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Protect, care and invest
to create a better borough

Pay Policy Statement

2026/27

Pay Policy Statement 2026/27

1. Introduction and Purpose

1.1 Under section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as the authority thinks fit". This Pay Policy Statement (the 'Statement') sets out the Council's approach to pay policy in accordance with the requirements of section 38 of the Localism Act 2011.

1.2 The purpose of this Statement is to provide transparency about the Council's approach to setting the pay of its employees (excluding those working in local authority schools and/or employed under the School Teachers' Pay and Conditions Document and apprentices as they are employed under a Training Contract) by identifying:

- the methods by which salaries of all employees are determined;
- the detail and level of remuneration of its most senior staff, i.e. 'chief officers', as defined by the relevant legislation; and
- the Committee responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

1.3 This policy statement has been updated and is effective from 1st April 2026.

2. Legislative Framework

2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the Employment Rights Act 1996, the Equality Act 2010, the Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Agency Workers Regulations 2010, the Restriction of Public Sector Exit Payments Regulations 2020 and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regards to the requirements contained within the Equality Act 2010, the Council ensures that there is no pay discrimination within its pay structures and that all pay differentials are objectively justified through the use of well-established job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

3. Pay Structure

3.1 Based on the application of the job evaluation process, the Council uses the Local Government Association nationally negotiated pay spines as the basis for its local grading structure. This determines the salaries of the large majority of the non school-based workforce, together with the use of other nationally-defined rates where relevant.

3.2 The Council adheres to national pay bargaining in respect of the national pay spines noted below and any annual cost of living increases negotiated in those pay spines:-

Joint National Council for Chief Executives

Joint National Council for Chief Officers

Joint Negotiating Committee for Youth & Community Workers

National Joint Council for Local Government Services

Soulbury Committee

3.3 All other pay-related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times at which those services are required.

3.4 New appointments will normally be made at the minimum of the relevant grade; this can be varied in exceptional circumstances, having regard to all legislative requirements. From time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector.

3.5 The Council pays a minimum of the 'Real Living Wage' to employees. This will be £13.45 per hour with effect from 1st April 2026 (This does not include those on apprenticeships who are employed under a training contract).

4. Senior Management Remuneration

4.1 For the purposes of this Statement, senior management means 'chief officers' as defined within s43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2025.

a) Chief Executive
The substantive salary of this post is £179,088 per annum. This is a single 'spot' salary and has no incremental range. The post holder is designated as Head of Paid Service. No supplement is payable for Returning Officer duties for local elections (borough and parish).

b) Executive Directors
The salaries of the posts designated as Executive Directors have four incremental points ranging from £134,924 to £144,834 per annum.

c) Directors

The salaries of the posts designated as Directors have four incremental points ranging from £103,839 to £114,004 per annum.

5. Recruitment of Chief Officers

5.1 The Council's policy and procedures with regard to recruitment of chief officers is set out within the Officer Employment Procedure Rules in Part 3 of the Constitution. When recruiting to all posts the Council will take full and proper account of its Equal Opportunities Charter and the Recruitment and Redeployment Policies. The determination of the remuneration to be offered to any newly appointed chief officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment. Where the Council is unable to recruit to a post at the designated grade, it will consider the use of temporary market forces supplements in accordance with its relevant policies.

5.2 Where the Council remains unable to recruit chief officers under a contract of employment, or there is a need for interim support to provide cover for a vacant substantive chief officer post, the Council will, where necessary, consider and engage individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any chief officers engaged under such arrangements.

6. Additions to Salary of Chief Officers

6.1 The Council does not apply any bonuses to chief officers.

6.2 In addition to the basic salary set out, the Council may pay other elements of 'additional pay' which are chargeable to UK Income Tax and do not solely constitute reimbursement of expenses incurred in the fulfillment of duties which could include:

- responsibility allowances/salary supplements for fulfilling statutory officer duties and salary supplements,
- market forces supplements,
- additional payments for undertaking other responsibilities.

This list is not exhaustive.

Authority for any 'additional pay' for Executive Directors and Directors is delegated to the Head of Paid Service after consultation with the Leader of the Council.

The following market forces supplement are currently payable:

Post	Amount per annum
Executive Director: Children's Services	£18,080.00

All mileage is reimbursed at HMRC rates.

7. Payments on Termination

7.1 The Council's approach to statutory and discretionary payments on termination of employment of chief officers will be in accordance with contractual and statutory requirements

1.2 Any other payments falling outside the provisions or the relevant periods of contractual notice shall, in respect of the Head of Paid Service, Executive Directors and Statutory Officers, be subject to a decision made by the Personnel Committee which has otherwise delegated authority to the Head of Paid Service to approve such payments to other Chief Officers.

7.3 The Council's policy is not to re-employ, for a period of at least 12 months after their employment with Telford & Wrekin Council ends. This relates to anyone who has been made redundant or who has left the Council in the interest of the efficiency of service where a severance payment has been made in accordance with the Council's policy. The re-engagement of an individual on a consultancy, agency or private service provider basis is also prohibited in circumstances where this arrangement could have reasonably been foreseen at the time the individual left.

7.4 Flexible retirement under Regulation 30 of the Local Government Pension Scheme Regulations 2013 or Regulation 11 (2) of the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 will, in the majority of cases be permitted only where savings to fund the cost of such release are achieved. However in exceptional circumstances and in order to retain specialist or critical skills, flexible retirement may be approved to support a period of succession planning/training in which case savings may not be realised to fund the release.

8. Publication

8.1 This Pay Policy Statement is published on the Council's Website. In addition, for members of the Council's Senior Management Team and for those who report directly to the Head of Paid Service where the full time equivalent salary is at least £50,000, the Council's Annual Statement of Accounts will include a note setting out the total amount of:

- salary, fees or allowances paid to or receivable in the current and previous year;

- any bonuses paid or receivable in the current and previous year (N.B. The Council does not operate a bonus system);
- any sums payable by way of expenses allowance that are chargeable to UK income tax;
- any compensation for loss of employment and any other payments connected with termination of employment;
- employers pension contribution;
- any benefits received that do not fall within the above.

8.2 This information will be listed individually by job title where the salary is £50,000 or more. Persons whose salary is £150,000 or more will be identified by name.

8.3 Additional information relating to pay is published in accordance with the MHCLG Local Government Transparency Code 2015 and is available on the Council's website as part of its annual Workforce Information report.

9. Lowest Paid Employees and the Median Salary

9.1 The lowest paid persons employed under a contract of employment with the Council are employed on full-time (37 hours per week) equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure with the exception of employees who have transferred in to the Council's employment under the Transfer of Undertakings (Protection of Employment) Regulations 2016. As at 06 January 2026, this was £24,413 per annum. The Council employs Apprentices who are not included within the definition of 'lowest paid employees' as they are employed under a Training Contract.

9.2 The statutory guidance under the Localism Act 2011 recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton review was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation.

9.3 The pay levels within the Council as at 06 January 2026 define the multiple between the lowest paid (full time equivalent) employee and the Head of Paid Service as 1:7.3 and between the lowest paid employee and average Chief Officer as 1:5 The Council's pay multiples therefore fall well below Lord Hutton's public sector threshold set out in 9.2 above.

9.4 The full-time equivalent median (mid-point) pay level within the Council as at 06 January 2026 was £30,518 per annum (£15.82 per hour). The multiple between the Head of Paid Service and this median point was 1:5.9 and the average Chief Officer is 1:4.

9.5 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

10. Accountability and Decision Making

10.1 In accordance with the Constitution of the Council, the Personnel Committee is responsible for decision-making in relation to the recruitment, pay, terms and conditions and severance arrangements for employees of the Council.

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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

2026/27 Capital Strategy

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton – Head of Corporate & Capital Finance
Officer Contact Details:	**Tel:** 01952 383750 **Email:** edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	11 September 2025
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for Decision/Noting

1.1 It is recommended that Full Council approves the Capital Strategy for 2026/27.

2.0 Purpose of Report

2.1 The aim of the strategy is to give an overview of the long-term context in which capital expenditure and investment to highlight the consideration given to risks and rewards as well as the achievement of Council priorities.

3.0 Background

3.1 The Capital Strategy is a requirement of the Prudential Code for Capital Finance in Local Authorities.

3.2 The Capital Strategy forms part of the suite of Medium-Term Financial Strategy Reports to be approved by Council. The strategy aims to provide an overview of total investments and borrowing undertaken by the Council, providing context and showing how these meet the Council's overall objectives.

4.0 Summary of main proposals

4.1 The detailed capital strategy is attached at Appendix A.

5.0 Alternative Options

5.1 Not Applicable.

6.0 Key Risks

6.1 Risks and opportunities are considered in the Strategy.

7.0 Council Priorities

7.1 Delivery of all priorities depend on the effective use of available resources.

8.0 Financial Implications

8.1 The financial implications arising from the Capital Strategy are included in the Medium-Term Financial Strategy 2026/27 – 2029/30.

9.0 Legal and HR Implications

9.1 The Council is required to have a Capital Strategy to meet the requirements of the Prudential Code for Capital Finance. It is important because it sets out the Council's considerations when formulating its capital programme. It should be seen as one part of the wider budget setting process.

10.0 Ward Implications

10.1 Borough Wide

11.0 Health, Social and Economic Implications

11.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

12.0 Equality and Diversity Implications

12.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

13.0 Climate Change and Environmental Implications

13.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

14.0 Background Papers

1 2026/27 Treasury Management Strategy
2 2026/27 Prudential Indicator Report
3 2026/27 Investment Strategy
4 2026/27 – 2029/30 Medium-Term Financial Strategy

15.0 Appendices

Appendix A Capital Strategy

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	05/01/2026	05/01/2026	ER
Director	05/01/2026	06/01/2026	MLB
Legal	05/01/2026	06/01/2026	RP

APPENDIX A

CAPITAL STRATEGY OVERVIEW – 2026/27

1.0 INTRODUCTION

1.1 The Prudential Code for Capital Finance in Local Authorities includes the requirement for authorities to produce a Capital Strategy. The aim of the Capital Strategy is to give an overview of the long-term context in which capital expenditure and investment decisions are made, showing their contribution to the achievement of priority outcomes for the community and to highlight that due consideration is given to both risk and reward together. To do this, the Capital Strategy brings together information from a number of key areas which form its structure, with the clear acknowledgement that investments can be made for policy reasons outside of Treasury Management.

The strategy is structured as follows:

Strategic Overview
Balance Sheet Position
Capital Expenditure & Financing
Debt. Borrowing and Treasury Management
Investments for Service Purpose Including Those with some Commercial Benefits
Other Long-Term Liabilities
Revenue Budget Implications
Knowledge & Skills
Chief Financial Officer Comment

We have sought to write the Strategy in an accessible style to assist understanding of some technical issues.

Decisions made this year on capital and treasury management will have financial consequences for the Authority.

1.2 The Capital Strategy forms part of the Council's suite of Service & Financial Planning Strategy Reports to be approved by Council prior to the start of the financial year. These reports take the following structure:

CAPITAL STRATEGY:

(Intended as a "Brief Overview Report" for the capital and treasury management related service & financial planning reports).

Detailed Capital & Treasury Management Reports			
Capital Programme	**Treasury Strategy**	**Prudential Indicators**	**Investment Strategy**
• Capital Expenditure • Capital Financing • Asset Management Plan • Highways & Transport Capital Programme	• Economic & Interest rate forecasts • Treasury Investment Strategy • Treasury Borrowing Strategy • MRP Statement	• Setting Indicators required under the Prudential Code for Capital Finance	• Service Investments with some commercial benefits

2.0 STRATEGIC OVERVIEW

2.1 As a progressive Council, we will work with our communities to deliver a Programme:

"to Protect, Care and Invest to create a better borough"

To drive delivery of its commitments and ambition, the Council Plan sets out a borough vision with 5 priorities:

- **Every child, young person and adult lives well in their community**
- **Everyone benefits from a thriving economy**
- **All neighbourhoods are a great place to live**
- **Our national environment is protected, we take a leading role in addressing the climate emergency**
- **A Community-focussed, innovative council providing efficient, effective and quality services**

2.2 Being a Co-operative Council, the Council is committed to listening to and involving residents in developing our plans to protect, care and invest to create a better borough. From the ongoing engagement with local people over many years, we are clear that people and their families have some fundamental priorities which we as a council will work with them to achieve. We know that the people in Telford & Wrekin want to live:

- In a Safe Community
- In a Clean Environment
- In a Place with good roads and pavements
- Where there are first class schools and education facilities

- Where there are excellent and accessible Hospital, GP and other Health and Care Services
- Where they have a job and there is a thriving economy

We will work together with the community and partners to collectively deliver the best we can for Telford & Wrekin with the combined resources we have.

2.3 In the short to medium term, Telford & Wrekin Council continues to be in a period of significant challenge and uncertainty due to:

- The escalating costs of, and demand for, many Council services but particularly Adult Social Care and Children's Safeguarding,
- Reductions in interest rates set by the Bank of England have been slower than anticipated. 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 impact of the significant changes to the Business Rates Retention system from 2026/27 including the introduction of 3 new multipliers, a system reset and revaluation which could result in an increase in level of appeals, and
- Other legislative changes that will impact the Council such as the Renters Rights Act and the extension of free school meals eligibility.

The Council has faced the challenge of making significant savings, totalling £195.3m since 2010 whilst trying to protect front-line services as far as possible.

Our Medium-Term Financial Strategy sets out our response to this challenge and how these savings are being identified and delivered.

Despite the financial challenges, Telford & Wrekin Council has a clear investment programme and will continue to prudently invest to create jobs and safeguard the future prosperity of the Borough and its residents.

Proposed Medium Term Financial Strategy 2026/27 to 2029/30 Agenda Item 6 Final Medium Term Financial Strategy – Full Council 26 February 2026 Including: Revenue Budget Strategy; Capital Strategy; Capital Programme; Treasury Strategy; Prudential Indicators	Agenda for Cabinet on Tuesday 6 January 2026, 5.00 pm - Telford & Wrekin Council

2.4 Capital investment clearly plays a key role in the achievement of our local priorities. Through our Capital Strategy we seek to maximise the value and opportunities of

our assets to take forward the delivery of emerging strategic priorities whilst being mindful of stewardship, prudence, sustainability and affordability.

2.5 Our Capital Strategy is not, however, just about 'concrete, tarmac, buildings etc.', it is about making a positive difference to the quality of local people's lives through specific projects, services, technology and facilities. In recent years, key initiatives have been progressed/delivered through targeted capital investment. Further information can be found in the Council Plan.

Council Plan	Telford & Wrekin Council | Council Plan and priorities

2.6 Reducing dependency on Government Grants is an essential part of our financial strategy and we have actively sought out opportunities that primarily deliver service objectives but also have some commercial benefits to achieve this. While debt repayments represent a long-term commitment against the revenue budget, there are some "good" capital investments which can fund assets which will increase in value over the longer term and generate a revenue return greater than the cost of the associated debt charges.

Invest-to-Save schemes such as the solar farm or the Housing Investment Programme and investment in the Property Investment Portfolio represent "good capital investment" as not only do they deliver environmental, social and economic benefits but they also earn a surplus which can be used to help protect front line services as the surplus generated helps to reduce the impact on the revenue budget of Government cuts to our grants.

The Council will, however, carefully assess each potential new investment through a proper due diligence and business case process 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 investment portfolio of the Council. The Council will not borrow to invest primarily for financial return.

3.0 BALANCE SHEET POSITION

3.1 An extract from the Council's unaudited Balance Sheet at 31 March 2025 is shown below:

	£m	Adjustment for Infrastructure assets £m	£m
Long-term Assets			
Property, Plant & Equipment (excluding PIP shown below)	605.628	(239.774)	365.854
Right of Use Assets	11.932	0.000	11.932
Property Investment Portfolio	191.512	0.000	191.512
Intangible Assets	7.887	0.000	7.887
Long Term Investments (Nuplace Equity)	27.300	0.000	27.300

	£m	Adjustment for Infrastructure assets £m	£m
Long Term Debtors (of which the loan to Nuplace is £62.257m)	63.119	0.000	63.119
Total Long-term Assets	**907.378**	**(239.774)**	**667.604**
Current Assets			
Assets Held for Sale	1.536	0.000	1.536
Short-term Investments – call accounts/bank & cash	22.173	0.000	22.173
Total Current Assets	**23.709**	**0.000**	**23.709**
Borrowing			
Short-Term Borrowing	187.257	0.000	187.257
Long -Term Borrowing	247.646	0.000	247.646
Total Borrowing	**434.903**	**0.000**	**434.903**
Loan to Asset Ratio	**45.4%**		**61.7%**

Total borrowing at 31 March 2025 was £434.9m which was an increase of £64m compared to 31 March 2024 which related to the funding the approved capital programme. It is evident from the Balance Sheet extract above, that the value of long-term assets outweighed the total borrowing at 31 March 2025.

4.0 CAPITAL EXPENDITURE & FINANCING

4.1 Capital expenditure is where the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets and can also include the acquisition of property which is held primarily for financial return. Capital expenditure is defined in regulation.

4.2 The Council has planned capital expenditure of **£436.5m** in the period 2025/26 to 2029/30 which is shown below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Later Years £m
General Fund Services	62.857	44.310	65.543	31.158	29.573	13.560
Housing Investment Programme (NuPlace)	25.718	17.591	16.616	13.000	0.000	0.000

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	Later Years £m
Property Portfolio	15.831	24.636	12.436	7.000	0.000	0.000
Local Regeneration Fund	19.911	29.780	7.000	0.000	0.000	0.000
Total	**124.317**	**116.316**	**101.594**	**51.158**	**29.573**	**13.560**

4.3 Over the medium term, the main General Fund capital projects are:

- Over £103m invested in transport and Highways schemes to repair, improve and maintain our roads and pavements. We have also secured significant amounts of Government funding to improve many roads, roundabouts and junctions.
- Over £41m for education capital projects including investment in school expansion projects to increase pupil places
- £16.1m for affordable and specialist housing programmes
- Over £5.5m for a range of housing initiatives, including affordable warmth, empty properties, rough sleeper, disabled facility grants and temporary accommodation.
- £16.3 for Leisure & Cultural Schemes including a new swimming pool, new gym equipment and amphitheatre improvements
- Over £56m Local Regeneration Fund (formerly Towns Fund and Levelling Up Fund).
- Over £22m Pride in Place Programme.

Other Investments, 2025/26 onwards, covered later in this report and included in the Investment Strategy, are:

- In the Housing Investment Programme, Nuplace (£72.9m),
- Property Investment Portfolio (£59.9m)

The detailed capital programme can be accessed via Medium-Term Financial Strategy link in section 2.3.

4.4 **Governance**: capital budgets are approved as part of the Medium-Term Financial Strategy presented to Cabinet in February and then Full Council. Additions to the capital programme are either considered by the Council's Service & Financial Planning Officer Group (consisting of the Chief Executive, Executive Directors and Chief Financial Officer) and when agreed fed into the overall budget strategy to be approved at Full Council; or may be subject of a separate report to Cabinet/Full Council and incorporated into the budget at that point. The route depends on the phasing of the spend and the value of investment. The financial implications, including the associated debt charges and risks, are included in any separate reports taken forward and in the overall budget strategy report. Capital allocations are considered against the Council priorities, funding and payback, dependent on the nature of the scheme.

4.5 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing, Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing in £ millions

	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
	£m	£m	£m	£m	£m	£m
Capital Receipts	6.877	3.571	1.340	6.000	0.000	0.000
Government Grants	49.777	36.457	40.680	22.776	25.191	7.560
Revenue & External Contributions	4.389	1.676	0.000	0.000	0.000	0.000
Borrowing	63.274	74.612	59.574	22.382	4.382	6.000
Total	**124.317**	**116.316**	**101.594**	**51.158**	**29.573**	**13.560**

4.6 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP is as follows:

Table 3: Replacement of debt finance in £ millions

	Projected 2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m
MRP	7.310	6.947	8.030	9.712	10.254

The Council's minimum revenue provision policy can be found in the Treasury Strategy which can be accessed via the Medium-Term Financial Strategy link above.

4.7 The Council's cumulative outstanding debt is measured by the "capital financing requirement" (CFR). The CFR increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. Based on current plans, the CFR is expected to increase in the short term to fund the capital programme as shown in the table below. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31.03.2025	31.03.2026	31.03.2027	31.03.2028	31.03.2029	31.03.2030
	£m	£m	£m	£m	£m	£m
General Fund Services	460.005	478.740	508.366	533.284	526.547	521.112

	31.03.2025 £m	31.03.2026 £m	31.03.2027 £m	31.03.2028 £m	31.03.2029 £m	31.03.2030 £m
Housing Investment Programme	89.557	115.275	132.866	149.482	162.482	162.482
Property Portfolio	64.931	78.263	101.701	111.645	118.645	118.645
Solar Farm	3.800	3.800	3.800	3.800	3.800	3.800
Total CFR	**618.293**	**676.078**	**746.733**	**798.211**	**811.474**	**806.039**

Note, the breakdown between Housing Investment Programme, Property Portfolio and Solar Farm are based on the original prudential borrowing requirement and are for illustration purposes.

4.8 **Asset management:** To ensure that capital assets continue to be used over the long-term, the Council has an Asset Management Plan which can be accessed via the Council's website. The Asset Management Plan sets out the proposals to effectively manage our assets with its key objectives being to:

- Ensure assets are fit for purpose
- Maximise the use of assets
- Ensure assets are located in appropriate locations for service delivery
- Deliver an integrated approach to Asset Management across the Authority
- Reinforce a corporate approach for holding property and outline objectives
- Ensure Asset Management decisions are co-ordinated and consistent with council priorities
- Manage a simple and robust performance measurement system
- Provide comprehensive and accurate data to assess property performance and to support and facilitate the changing patterns of service delivery
- Provide comprehensive and accurate data to assess property performance and to support and facilitate the changing patterns of service delivery
- Use land and buildings to facilitate the "growth" agenda and be the enabler of regeneration
- Optimise and prioritise the level of property investment, to meet the Council's current and future service needs
- Promote the innovative use of property together with partners and stakeholders

4.9 **Asset disposals:** When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2030, please see section 4.10 for further information. Repayments of capital grants, loans and investments also generate capital receipts. The Council expects to receive capital receipts in the medium terms as follows:

Table 5: Capital receipts in £ millions

	Projected 2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Capital Receipts	6.877	3.571	1.340	6.000	0.000
Total	**6.877**	**3.571**	**1.340**	**6.000**	**0.000**

4.10 **Flexible Use of Capital Receipts**: The Government have offered Councils the ability to fund the one-off costs of service reform projects from new capital receipts generated from 1st April 2016 up to 31 March 2030. This has enabled some funds previously committed to fund one-off invest to save initiatives and severance costs etc. to be released but will result in higher levels of debt than would have otherwise been the case 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. The Council's approach to using this flexibility is explained in the Medium-Term Financial Strategy approved by Full Council.

5.0 DEBT, BORROWING AND TREASURY MANAGEMENT

5.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

5.2 As at the 31 December 2025, the Council had £460.4m borrowing at an average interest rate of 3.83% and £24.9m treasury investments, and the average rate earned was 4.13% (with the paramount aim of ensuring security of the principal invested, rather than yield).

5.3 **Borrowing strategy:** The Council's main objective when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheaper short-term loans and longer-term borrowing.

5.4 Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities and leases are shown below, compared with the Capital Financing Requirement (CFR) (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £ millions

	31.03.2025 £m	31.03.2026 £m	31.03.2027 £m	31.03.2028 £m	31.03.2029 £m	31.03.2030 £m
Debt (incl. PFI & Leases)	476.073	530.208	604.365	659.969	677.748	677.120
CFR	604.910	662.695	733.350	784.35	798.091	792.656

The CFR is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need.

Statutory guidance is that debt should remain below the CFR, except in the short-term. As can be seen from table 6, the Council expects to comply with this requirement by a significant margin.

5.5 **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 7: Prudential Indicators: Authorised limit and operational boundary for external debt in £m

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Authorised Limit Borrowing	665	760	830	840	850
Authorised Limit PFI & Leases	54	50	40	40	30
Authorised Limit Total	**719**	**810**	**870**	**880**	**880**
Operational Boundary Borrowing	635	740	810	820	830
Operational Boundary PFI & Leases	50	45	35	35	25
Operational Boundary Total	**685**	**785**	**845**	**855**	**855**

The Council expects to operate well within both the authorised and operational limits as it has successfully done for many years. Further details on borrowing can be found in the Treasury Strategy which can be accessed via the Medium-Term Financial Strategy Link above.

5.6 Liability Benchmark: the authority uses a liability benchmark as a tool to assist with future borrowing needs. The benchmark shows that the Council's current level of external borrowing is below the amount needed to fund future commitments and therefore future borrowing is required. Further information about the Liability Benchmark can be found in the Treasury Management Strategy.

5.7 The Council will not borrow to invest primarily for financial return and spending plans do not include acquisition of assets primarily for yield; for clarity spending plans relate to the functions of the authority. This ensures that the Council is able to access borrowing from the PWLB (the Government's lending facility) which provides long term liquidity. The Council does have investments whose primary aim is to deliver service benefits which also deliver an income stream, which are detailed in Sections 6- 9 below.

5.8 **Investment strategy:** Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or that provide an element of financial gain in addition to service-related benefits are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, i.e. to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. External specialist Treasury management Advisors advise the council on the credit worthiness of banks. Money that will be held for longer terms can be invested more widely, including in bonds, Nuplace shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Table 8 - Treasury Management investments

	31.03.25 £m	31.03.26 £m	31.03.27 £m	31.03.28 £m	31.03.29 £m	31.03.30 £m
Short-term investments	22.062	15.000	15.000	15.000	15.000	15.000

Further details on treasury investments can be found in the Treasury Strategy which can be accessed via the Medium-Term Financial Strategy link above.

5.9 The effective management and control of risk are prime objectives of the authority's treasury management activities. The treasury management strategy sets our various indicators and limits within which the function operates.

5.10 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Chief Financial Officer and staff designated by her, who must always act in line with the treasury management strategy approved by Full Council. Reports on treasury management activity are presented to the Audit Committee twice a year. The Audit Committee is responsible for scrutinising treasury management decisions and receive training direct from the

Council's specialist external treasury management advisors. Cabinet also receives supplementary updates as part of the financial monitoring.

6.0 KEY ACTIVITIES WITH SERVICE BENEFITS WHICH ALSO DELIVER SOME COMMERCIAL BENEFITS

6.1 A number of investments, such as property, Nuplace, our wholly owned Housing Company, and the Solar Farm deliver key service benefits, such as retention and creation of jobs and increasing the supply of good quality private rented accommodation which would not otherwise be available. These investments also deliver a net financial gain which supports the Council's overall funding position as central government financial support for local public services has been declining.

6.2 There are risks associated with all investments. The Council must accept that there are risks associated with projects with some commercial elements which are different to the risks associated with treasury investments. The principal risk exposures are outlined below and are monitored and managed by the relevant Service Area.

6.3 A key focus of the budget strategy is on income generation. All projects with a commercial element are subject to a rigorous business case process to manage and mitigate risks as far as possible and are funded in accordance with the Council's approved Treasury Strategy and included in the Capital Programme, after taking advice from professional advisors as required. The Chief Financial Officer and Chief Executive, together with the wider Senior Management Team, will seek to ensure the proportionality of all investments with some commercial element so that the Council does not undertake a level of investment which exposes itself to an excessive level of risk compared to its financial resources. However, it has to be accepted that there is a degree of risk to such initiatives and that not all will be successful.

6.4 Sections 7, 8 and 9 provide more detail on the Property Investment Portfolio, Nuplace and the Solar Farm.

7.0 PROPERTY INVESTMENT PORTFOLIO (PIP) / GROWTH FUND

7.1 The Authority holds a number of individual sites for investment, regeneration and economic development purposes: the Property Investment Portfolio (PIP). The PIP was valued at £191.5m at 31 March 2025 and is anticipated to generate around £10.3m rental income in 2025/26 which supports the overall revenue budget and therefore the delivery of front-line services.

7.2 As part of the 'Enterprise Telford: Driving Growth and Prosperity" strategy the Council established a Growth Fund as continued investment to strengthen and grow the Property Investment Portfolio. This is being used to invest directly into land and property enabling local businesses to expand and attracting new investors which boosts jobs, the economy and generates additional income for the Council both directly through rental income but also through income from business rates which is retained by the Council between system resets.

The Council's Growth Fund, which has now operated for 10 years and:

- Enables the Council to provide land, build and lease bespoke properties and offer full turnkey solutions, and continues to drive a high number of investment enquiries drawing in new investors.
- The Fund in conjunction with locally retained profit share from the Telford Land Deal has additionally supported a range of public sector development schemes. This includes the wider development within Telford Town Centre at Station Quarter. This investment will support the delivery of enhanced access routes and high-quality public realm across the area and the new 4000sqm (43,055sqft) Digital Skills and Enterprise Hub (The Quad) accommodating a coordinated offer for both education and flexible space for new businesses.
- Cumulatively, £136.1m has been allocated to date through the Growth Fund, including the investment in the Quad, which will deliver an ongoing return, including additional business rates income and attract 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.

As part of the Councils continued commitment to the Property Investment Portfolio, the Medium-Term Financial Strategy includes investment of £59.9m into the Growth Fund between 2025/26 and 2029/30.

7.3 Governance

The Director: Prosperity & Investment has delegated authority to manage the Property Investment Portfolio and to make decisions in relation to PIP property investments and disposals.

Delegated authority has also been granted to the Director: Prosperity & Investment, after consultation with the Director: Finance, People & IDT and the Cabinet Lead: Finance, Governance & Customer Services to approve individual business cases in relation to the Growth Fund.

Specific factors considered as part of the decision-making process are:

- Regeneration opportunities

- Local market needs/demand for properties
- Future proofing the local economy by attracting new investment
- Job creation for local people
- Sustaining revenue rental income
- generating additional rental income / business rates (between system resets)
- Maintaining or increasing capital value of assets
- Return on Capital
- Running Costs

7.4 Risks

Risks in relation to the PIP include voids and consequential service and business-related changes and bad debt. The market for inward investment opportunities is also competitive although the growth fund has proved to be a considerable incentive for investors and existing businesses expansion. At a macro level risk exists linked with changes in the commercial market and Telford's heavy reliance on the manufacturing sector. The economic strategy aims to address this including supporting diversification into new sectors.

The risks associated with each individual investment (and indeed to any 'commercial development') are considered as part of the business case approval process. Where proactive (i.e. where no specific end-user has been identified) industrial unit development is proposed in order to respond quickly to enquiries and be able to maximise opportunities the level of risk associated with void periods increases and to minimise such exposure a cap on revenue liability from new build proactive investments has been set at £350,000 per annum. The ability to exceed this limit would be on the basis of a specific business case to be approved by the Director: Prosperity & Investment after consultation with the Director: Finance, People & IDT and the Lead Cabinet Member for Finance, Governance & Customer Services.

7.5 Regular updates are provided to Cabinet which are available on the Council's website.

8.0 NUPLACE LIMITED / HOUSING INVESTMENT PROGRAMME

8.1 Nuplace Limited, the Council's wholly owned housing company, was incorporated in April 2015. Its purpose is :

- the construction and management of private and affordable, quality residential properties for rent responding to the housing needs in the Borough

- to regenerate brown field sites that the Council has been unable to sell
- increasing the quality of the private rented sector, providing a long-term responsive landlord
- incidentally, the generation of income streams for the Council, both short term and long term, which will protect frontline services, otherwise affected by budgetary constraints
- to stimulate economic growth through job creation during construction and afterwards

8.2 A detailed business case was presented to Cabinet in 2015 and subsequently updated in June 2017 and November 2020.

8.3 Nuplace has seen: 608 homes delivered, across thirteen sites with a further 56 refurbished properties across the Borough, bringing the total number of houses delivered to 664. Of these properties, 97 are for affordable rent or built to an adaptable standard, with the remainder being rented on the open market.

8.4 The Council has invested in Nuplace through a combination of equity, in the form of share capital and debt finance, both of which will generate a return. At 31 March 2025 the Council had £27.3m equity invested in Nuplace and the loan totalled £62.26m. In the long term, Nuplace will generate a surplus to the Council over the 30-year period of the project due to the expectation that the value of the assets will increase over the long-term as well as the development gain usually made when the properties are completed.

8.5 In 2024/25 Nuplace made a net profit of £0.448m after taxation and had net assets of £59.2m at 31 March 2025 (in total, assets have been revalued upwards by £29.8m since 2017/18). Since 2015/16, the Council has received net income totalling £13.8m from services supplied, dividend and interest on debt finance. Further, there are benefits from Council Tax (between system resets) and New Homes Bonus.

8.6 The Medium-Term Financial Strategy includes investment of £72.9m from 2025/26 to 2029/30 to further develop Nuplace. Capital is allocated to sites based upon feasibility criteria. The rate of return for each investment is dependent upon a range of parameters and is reviewed by the Council's finance department on a case-by-case basis. Nuplace is funded through a combination of debt and equity and the council receives a return on both. Net income from Nuplace, including loan interest, was £2m in 2024/25 and is projected to be around the same level in 2025/26. The long-term return on the equity investment is forecast to be around 6%. The governance arrangements are set out in the detailed business case and consist of 3 directors, with clear lines of reporting and monitoring procedures and a Housing

Investment Programme Board is in place which is made up of Council Officers and Elected Members.

8.7 **Risks** and Governance are managed through the Housing Investment Programme Board

8.8 Regular updates are provided to Cabinet which are available on the Council's website.

9.0 SOLAR FARM

9.1 Following a business case appraisal and approval by Cabinet in September 2013, the Council invested in developing a new solar farm within the Borough which became operational in 2015/16. The total capital investment was £3.8m.

9.2 The aims of the solar farm were:

- Generation of renewable energy to provide an inflation linked income stream guaranteed by the Government for the council
- Environmental benefits - reducing greenhouse gas emissions and generating more electricity from renewable energy.

The solar farm is anticipated to deliver £0.7m net additional income in 2025/26; and is projected to generate a net cumulative operating surplus of £4.4m over the 25 year project life.

In terms of risk management, a risk register is in place for the solar farm which is monitored and updated on a regular basis by the Council's Commercial Projects Team.

10.0 OTHER SIGNIFICANT INVESTMENTS FOR SERVICE PURPOSES

HCA Land Deal

10.1 The Council entered a unique 10-year Land Deal with Homes England (HE) (formerly known as Homes & Communities Agency) which took effect from April 2015. This is set to see land receipts from the sale of agreed HE land assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and commercial floor space over the life of the Deal.

10.2 The unique model allows the disposal of public land (former new town assets set aside for development) through upfront investment into site preparation and

marketing of sites. Underpinned by the Council's business support offer of Invest Telford and through its Growth Fund, it has delivered an acceleration in commercial and residential sites sold and raised land values.

10.3 During the past nine years, the Deal has cumulatively delivered the sale of a total of 35 commercial sites and 25 sites for residential development, achieving a gross sales income of £60.3m. The sites have enabled the delivery of Employment Floor Space of 209,038sqm (2,250,066sqft), 1,583 new homes and supported commercial premises delivering 2,493 new jobs, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities. The financial successes of the Land Deal has meant that a cumulative profit of £18.5 has been achieved by the Land Deal partners up to 31 March 2025. The Council's proportion of this cumulative profit share is £15.7m, (£13.7m after £2m agreed set aside for constrained/liability sites).

10.4 In March 2024 the Marches LEP, who have been an integral part of the Land Deal Board, ceased trading and transferred all its functions to a Joint committee made up of Shropshire Council, Telford and Wrekin Council and Herefordshire Council, in line with the UK Governments plans for devolution. The three partners have agreed that Land Deal Profit Share monies held by the LEP will be returned to the Council. Outputs will continue to be monitored by the Joint Committee with the functions of the Land Deal Board being delegated to the Council and Homes England.

10.5 The Investment and Disposal plan is continually reviewed with agreement of the Land Deal Board.

10.6 Capital allocations totalling £1.1m are included in the Medium-Term Financial Strategy. This includes investment of profit share; spend to bring sites to disposal and spend on the liability sites.

10.7 Further information about the Land Deal can be found in a separate update report to Cabinet 12 February 2025.

Telford Land Deal Update	

Local Regeneration Fund

10.8 In 2019, the government formed the Towns Fund, a £3.6 billion programme to regenerate towns across the country. Telford was successful in being awarded £22.3m grant funding to regenerate Telford Town Centre (Station Quarter), Wellington Conservation Area and Oakengates Theatre Quarter.

10.9 This investment, together with match funding from the Council will deliver a transformational programme over the next 3 years. A Town Deal Board has been

established which includes representatives from the public, private and community and voluntary sectors. The Board is responsible for overseeing the delivery of the Towns Fund Programme.

10.11 The Council were also successful in securing £20m Government Levelling Up Funding and £9.8m Capital Regeneration Projects funding during 2023. This funding, together with council investment, will deliver two major projects:

(i) Remodelling of Telford Theatre and the creation of a new educational facility in Telford Station Quarter, the Digit Skills Hub (The Quad); and

(ii) remodelling of Wellington Town Centre, including the acquisition and restoration of Wellington indoor Market, acquisition and refurbishment of the Orbit and public realm/highways improvements.

10.12 The Medium-Term Financial Strategy includes capital allocations of £56.7m related to the Local Regeneration Fund, phased across 2025/26 to 2029/30, which includes Towns Funds grant, Levelling Up grant, Capital Regeneration grant and council investment.

10.13 Further information about the Telford Towns Fund, Levelling Up Fund and Capital Regeneration Fund can be found at the following web page:

10.14 Further information about the Telford Towns Fund, Levelling Up Fund and Capital Regeneration Fund can be found at the following web page:

Telford Towns Fund Web Page	Telford Towns Fund

Pride in Place Programme

10.15 In 2025, the government announced its Pride in Place programme. The programme will see up to £5 billion nationally provided to fund and support long-term improvements in disadvantaged neighbourhoods, empowering local residents and community groups to lead long-term regeneration over the next 10 years. The Council was successful in being award £20m grant funding. The grant, along with match funding provided by the Council, will be used to shape local priorities and improve high streets and local infrastructure to areas in south Telford.

10.16 The Medium-Term Financial Strategy includes capital allocations of £22.6m related to the Pride in Place programme.

11.0 OTHER LIABILITIES

11.1 In addition to debt detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £14.4m on 31 March 2025) and has agreed a long-term arrangement with the Pension Fund, which is reviewed every three years, to ensure that the deficit is fully repaid within a timeframe acceptable to the Pension Fund and its actuaries. The latest triennial valuation, which took place in October 2025, resulted in the Fund being in a surplus position. This will positively affect the Councils contribution rates from 2026/27 onwards.

The Council created provisions totalling £2.2m in the 2024/25 Draft Statement of Accounts, which includes NDR Appeal costs. At 31 March 2025 the Council had contingent liabilities relating to Reinforced Autoclaved Aerated Concrete (RAAC), the Telford Child Sexual Exploitation Inquiry and Single Status.

11.2 **Governance:** Decisions on incurring new discretional liabilities are taken by Directors in consultation with the Chief Financial Officer. New liabilities are reported to Members for approval/notification as appropriate.

12.0 REVENUE BUDGET IMPLICATIONS

12.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 9: Prudential Indicator: Proportion of financing costs to net revenue stream

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Financing Cost as a proportion of net revenue stream	7.09%	7.64%	8.14%	7.96%	7.06%

12.2 The ratio is lower in 2025/26 which reflects capital programme re-profiling during the year.

12.3 Within the MTFS a prudent interest rate of 4.5% has been assumed for new borrowing in 2026/27, 4.3% for 2027/28, 4.0% for 2028/29 and then 3.5% for all future borrowing requirements from 2029/30 onwards. During the year, the Council

will seek to reduce the amount of interest paid through using a mixture of long-term borrowing (mainly using PWLB) when rates are favourable (and cheaper temporary borrowing when available). However, there is of course a risk of exposure to interest rate increases in excess of the budget assumptions. Prudential borrowing 2025/26 to 2029/30 totals £230m (excluding refinancing existing loans maturing); 1% interest on this would in total be £2.3m.

13.0 KNOWLEDGE AND SKILLS

13.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Chief Financial Officer is a qualified accountant with over 27 years' post qualification experience, the Director: Prosperity & Investment and the Director: Housing, Commercial & Customer Services are both highly experienced senior officers with extensive relevant experience. The Council pays for junior staff to study towards relevant professional qualifications including AAT and specific specialist technical training.

13.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs MUFG Corporate Markets as treasury management advisers, a range of property consultants and PWC as taxation advisors. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

14.0 CHIEF FINANCIAL OFFICER COMMENT

14.1 Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years, or longer, into the future. The Chief Financial Officer is satisfied that, whist capital charges are a long-term commitment against the revenue budget, the proposed capital programme is prudent, affordable and sustainable. This is due to:

- the continued track record of sound financial management including delivering revenue budget outturn within budget
- delivering annual budget savings which now total £195.3m
- long-term service redesign
- the proportion of capital schemes that create assets that generally increase in value over time, and which could be sold if required and which generate revenue which offsets or exceeds associated capital charges
- the current level of reserves and provisions

- the planned approach to treasury management which is to lock in to long term fixed rates of interest when appropriate giving increased certainty over costs in the long-term.

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

Medium Term Financial Strategy 2026/27 to 2029/30: Capital Programme 2025/26 to 2029/30

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton – Head of Corporate & Capital Finance
Officer Contact Details:	**Tel:** 01952 383750 **Email:** edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for decision:

It is recommended that Full Council approves:

1.1 The report and associated capital estimates for 2025/26 and 2026/27 to 2029/30, which incorporates the Capital Programme (Appendix A), the Planned Building Investment Programme 2026/27 (Appendix B), and the Highways and Transport Capital Investment Programme 2026 to 2030 (Appendix C).

1.2 the following delegations, in line with the approved budgets and any variations or changes to schemes in these programmes which must remain within overall approved budgets, after consultation with the appropriate Cabinet Members:

(i) Delegation to the Director Prosperity & Investment to deliver the planned programme of works within the 'Asset Management Plan' and Planned Building Investment Programme (Appendix B).

(ii) Delegation to the Director Neighbourhood & Enforcement Services to deliver the Highways and Transport Capital Investment Programme (Appendix C).

(iii) Delegation to the Director Housing, Commercial & Customer Services to deliver the Affordable Housing Programme (Housing Investment Fund)

2.0 Purpose of Report

2.1 The report details the revised capital programme for 2025/26 and the proposed capital programme for 2026/27 to 2029/30, together with the Planned Building Investment Programme and the Highways and Transport Capital Investment Programme.

3.0 Background

3.1 This report presents the Council's Capital Programme for 2025/26 to 2029/30 at a value of £436.5m that includes the proposed capital investments included in the overall budget strategy. The report also sets out the Council's proposed Planned Building Investment Programme, particularly focusing on 2026/27, Appendix B, and the Highways & Transport Capital Investment Programme 2026/27 – 2029/30, Appendix C.

The Planned Building Investment Programme for 2026/27 has been informed by the Asset Management Plan 2026 to 2030, included at Appendix D, which sets out the framework for assessing and prioritising property related issues.

The programmes address our corporate priorities in conjunction with the medium-term financial strategy.

The full revenue cost of the use of the Council's own resources and unsupported borrowing are built into the proposed Medium Term Financial Strategy.

4.0 Summary of main proposals

4.1 Strategic Overview

In the short to medium term, Telford & Wrekin Council is in a period of significant transformation and change. The drivers of this are:

- The significant cuts in public spending by Government since 2010 alongside the unprecedented increase in cost and demand for services, in particular Social

Care - the Council has faced the challenge of making significant savings, totalling £195.3m by the end of 2025/26, whilst trying to protect front-line services as far as possible. Our Medium-Term Financial Strategy sets out our response to this challenge and how these savings are being identified and delivered, and

- Our Council Plan, agreed by Cabinet in February 2022 and updated in November 2024, sets out to deliver the organisation's vision to ***'Protect, Care and Invest to Create a Better Borough'***.

The Plan identifies five priorities to deliver this vision which reflect our ambition and aspirations for the Borough and the outcomes we want to achieve. The five priorities are:

- **Every child, young person and adult lives well in their community**
- **Everyone benefits from a thriving economy**
- **All neighbourhoods are a great place to live**
- **Our natural environment is protected, and the Council takes a leading role in addressing the climate emergency; and**
- **A community-focused, innovative council providing efficient, effective and quality services**

At the heart of this is tackling the inequalities that exist in our communities. We will build a strong, clean economy where all our communities can prosper and are resilient and healthy. At the heart of this will be the action we take to protect our environment and our commitment to playing our part in tackling the climate emergency.

As an award-winning co-operative council, our approach will always be informed by the views and voices of our residents, communities and partners. We will remain evidence led and community focused because this will shape and influence what we do and how we do it.

Capital investment clearly plays a key role in the achievement of our local priorities. Through our Capital Strategy and Asset Management Plan we seek to maximise the value and opportunities of our assets to take forward the delivery of emerging strategic priorities.

Our Capital Strategy and Asset Management Programme are not, however, just about 'concrete, tarmac, buildings etc.', they are about making a positive difference to the quality of local people's lives through specific projects, services, technology and facilities. In recent years, key initiatives have been progressed/delivered through targeted capital investment. Further information can be found in the Council Plan.

4.2 Capital Programme: 2025/26 to 2029/30

During 2025/26, we are planning to invest **£124.3m** as part of a **£436.5m** medium-term capital programme, to build and improve the facilities, assets and infrastructure

to support the delivery of these objectives. This investment has been secured primarily through a combination of Government grants and supported borrowing allocations, use of the Council's own resources (capital receipts), and Prudential Borrowing by the Council. Over the planning period, our capital programme is as follows:

Capital Programme by Priority Area (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Adult Social Care	0.060	0.020	0.040	0.000	0.000	0.000	0.000
Children's Safeguarding & Family Support	0.073	0.073	0.000	0.000	0.000	0.000	0.000
Corporate Items	5.289	1.500	0.164	1.625	2.000	0.000	0.000
Education & Skills	41.050	17.985	3.249	19.816	0.000	0.000	0.000
Finance, People & IDT	14.834	5.889	2.934	1.771	2.120	2.120	0.000
Housing, Commercial & Customer Services	38.591	9.662	14.722	14.207	0.000	0.000	0.000
Neighbourhood & Enforcement Services	108.243	19.315	18.318	22.563	23.816	24.231	0.000
Policy & Governance	0.423	0.085	0.152	0.062	0.062	0.062	0.000
Prosperity & Investment	227.955	69.788	76.737	41.550	23.160	3.160	13.560
Total	**436.518**	**124.317**	**116.316**	**101.594**	**51.158**	**29.573**	**13.560**

Supporting Telford & Wrekin's role as a focus for continued growth and development underpins all our priorities. This is very much a 'capital' agenda – though it must be supported by the day-to-day delivery of high quality and efficient service for the community whilst also improving services - and we will look creatively to utilise local resources such as the Council's land assets and land owned by other partners, and external funding and investment to turn vision into reality.

4.3 Capital Planning Framework

The Council's Capital Strategy is driven by our shared Vision for the Borough and our Priorities. All our plans and spending proposals (both capital and revenue) are developed within a partnership framework. The Capital Strategy is seen as a key opportunity to:

- drive forward the Vision and Priorities for the Borough,
- influence the development of the Borough and the actions of other agencies,
- work in partnership with other bodies to pursue national and regional objectives,
- ensure that funding mechanisms are used effectively and external funding maximised, and
- maintain and improve the condition and suitability of our assets.

A key feature of our approach is that capital and revenue expenditure are considered together through one integrated Medium Term financial strategic planning framework and process. The Capital Programme process brings together all aspects of capital planning and management. It guides and acts as the focus for all work on capital issues. The capital programme process is given firm leadership at:

- officer level by the Senior Management Team, the senior officer Capital Programme Board; and
- member level by the Cabinet.

Progress and the outcomes of capital expenditure are also considered by the Council's scrutiny committees as part of their service and financial performance monitoring role. They also input specifically to the strategy development process through scrutiny of the Draft Budget Strategy.

(i) Approach

Our approach to the Capital Programme Process is described below. This process is continually evolving and has been developed to enable the Council to respond effectively to the developments in Capital and Asset Management Planning.

The Prudential Code of Borrowing requires us to look at capital and revenue spend in an integrated way. Under this regime, the Council has much more freedom to invest in capital projects as long as the borrowing is determined to be affordable, prudent, sustainable and represents value-for-money. The prudential system of capital finance makes the capital strategy a much more integral and essential part of the annual budget setting process and medium-term financial strategy; developed through an emerging 3-year forward planning framework which brings together service and financial planning priorities and proposed developments to support delivery of our priorities.

(ii) Capital Programme Process

a) Strategic Review of Needs

We annually review plans and priorities for capital spending. This is done as part of the annual corporate planning process and the outcome of major policy and/or service reviews. In seeking to determine priorities for investment and action, it is important to understand the key issues, needs and opportunities that need to be addressed. The Council Plan "**Our Programme to Protect, Care and Invest to create a better borough"** and Vision map these out in detail.

The result is a clear strategic view of priorities which identifies both **pressures and developments** in terms of:

- Projects required to progress the Vision for the Borough – whether partner, Council or joint (developments);
- Projects required to meet service priorities (pressures and developments);
- Maintenance spending required on assets (pressures).

This process is done collaboratively through dialogue with partners and is also informed by the Council's consultation strategy. This framework encourages a joined-up focus on outcomes, on major strategic initiatives and partnership working. The outcome is a broadly-based overview of capital spending priorities, business needs and opportunities, and outcomes to be realised.

b) Strategic Consideration of Priorities, Resources and Resource Implications

The financial implications of new capital spending requirements are carefully assessed within the Medium-Term Financial Strategy in terms of:

- Overall resource availability including the anticipated results of asset disposals,
- Identification and consideration of whole life costings,
- Identification of significant revenue implications for capital proposals, with overall decisions on capital programme being made (and consulted on) as part of the overall development of the Medium Term Financial strategy,
- Consideration of appropriate procurement strategies and potential funding regimes. and
- 'Pay back'/'Invest to Save' potential.

The Prudential Code of Borrowing highlights the need, in making decisions on capital investment, to have regard to a number of core factors. As such, the Capital Strategy and Programme for 2025/26 has been developed around the following principles and processes:

- **Corporate Strategic Planning Assessment:**

Revenue and capital budgets are planned together as far as practicable each year. Desired spending has been prioritised and narrowed down into an overall capital strategy taking account of local, national and regional priorities.

- Options Appraisal to Secure Value for Money:

In developing the capital programme, the Council has sought to identify which of a number of alternative ways is the best way to fund and deliver a capital project to meet its objectives. Also, to ensure that the Council's approach to prudential borrowing is affordable, prudent and sustainable, a set of prudential indicators have been developed to monitor performance. The case for capital investment requires consideration / identification of how such spend represents or will improve value-for-money to the community.

c) Detailed Capital Programme

The Strategic Assessment of capital spending priorities is then subjected to further internal and external consultation and translated into an achievable phased programme across the whole Council with clearly agreed and identified:

- Revenue implications,
- Procurement Arrangements, and
- Timescales, project management arrangements and accountabilities.

Appendix A sets out details of our committed Capital Programme 2025/26 – 2029/30 and associated funding.

d) Control, Monitoring, Performance Management & Review

A corporate framework for project management exists for capital schemes. Regular monitoring of progress and spend takes place both at service level and corporately. The Asset Management Plan ensures that relevant property PIs have been incorporated into corporate performance monitoring arrangements and into the monitoring of the management of the capital programme. In-year progress is highlighted as part of the reporting arrangements of the Service & Financial Performance Management Framework of regular reports to the Senior Management Team, Cabinet and full Council where amendments to the approved policy and budget framework are required.

4.4 Asset Management Planning and Programme

Our Strategic Approach

The Asset Management Plan and associated data on Property (i.e. condition, suitability, sufficiency, access, asbestos surveys) informs the Council's Building Investment Programme. The Council has completed all surveys for Operational Properties used for the delivery of its services and these are updated on a rolling programme each year. The Council's Asset Management Plan has identified a condition backlog of £9.0m for Operational Properties (excluding schools) and £15.4m for Schools / Education properties.

The Building Investment Programme as detailed in Appendix B, is set in accordance with the approved framework for prioritising condition backlog as included in the Asset Management Plan. The proposed level of investment included in the Capital Programme 2026/27 is £1.6m for Educational Assets and £1.2m for all other Operational Assets including £0.23m specifically towards Darby House internal works. The budget allocations do not take into account the capital investment relating to expansion of schools which is held in a separate budget. In addition to the above capital allocations, schools are also in receipt of Devolved Formula Capital (DFC) which is used fundamentally for maintaining and investing in the school building stock on a day-to-day basis.

Condition backlog as detailed in the Asset Management Plan and updated for 2025

Priority 1
Urgent works that will prevent closure of premises and/or address a high risk to the health and safety of occupants and/or remedy a serious breach of legislation.

Priority 2
Essential work required within two years that will prevent serious deterioration of the fabric or services and/or address medium risk to the health and safety of the occupants and/or remedy a minor breach of legislation.

Priority 3
Desirable work required within 3 to 5 years that will prevent deterioration of the fabric or services and/or address a low risk to the health and safety of the occupants and/or a minor breach of legislation.

Previous year condition comparisons are as follows -

		2020 £000	2021 £000	2022 £000	2023 £000	2024 £000	2025 £000
Schools	P1-P3	18,267	17,122	16,612	16,138	16,990	15,425
Operational	P1-P3	5,629	5,177	6,826	6,927	7,975	8,996

The Asset Management Database is analysed on a yearly basis as the priorities may change due to new findings as part of continuing re-surveys of property. Emergencies that occur within the financial year may also lead to reprioritisation of the allocated budgets and a change to the programme identified.

In accordance with prioritisation as set out in the Asset Management Plan we have identified the building maintenance programme for 2026/27 as shown in Appendix B; all schemes listed are deemed necessary in order to maintain service delivery.

4.5 Partnership and Cross Cutting Acivity

The Council actively works with partners to maximise assets for example through various co-locations of services which is a key feature in particular of the Learning Communities that are being developed. Amalgamation and co-location of services and community facilities is a key aim that drives our asset management and service planning.

4.6 Consultation

The Council has been engaging with the local community around the development of our Medium-Term Financial Strategy. Further details are set out in the over-arching Medium-Term Financial Strategy report considered by Cabinet on 6 January 2026. As capital programmes are being rolled out there will be a need to consider where further consultation with the public is required/appropriate.

4.7 Resources

4.7.1 Revenue/External

The main revenue / external allocations still to be used are set out below:

Revenue & External Funding (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Total	6.065	4.389	1.676	0.000	0.000	0.000	0.000

4.7.2 Supplementary Grants

While information is still awaited on some allocations, the following allocations have been built into the overall resources position:

Supplementary Grants (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Adult Social Care	0.000	0.000	0.005	0.000	0.000	0.000	0.000
Children's Safeguarding & Family Support	0.073	0.730	0.000	0.000	0.000	0.000	0.000
Education & Skills	39.839	17.975	3.249	18.615	0.000	0.000	0.000

Supplementary Grants (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Housing, Commercial & Customer Services	5.279	4.184	0.553	0.542	0.000	0.000	0.000
Neighbourhood & Enforcement Services	101.640	18.185	17.745	20.263	21.516	23.931	0.000
Prosperity & Investment	35.610	9.360	14.910	1.260	1.260	1.260	7.560
Total	**182.441**	**49.777**	**36.457**	**40.680**	**22.776**	**25.191**	**7.560**

4.7.3 Capital Receipts

The capital programme places a significant reliance on future capital receipts, totalling **£17.8m** the estimated phasing of which is shown in the table below. Any shortfall in the amounts received or re-phasing of schemes would have a revenue impact which is not built into the budget strategy. This would have to be mitigated through re-phasing of spend, re-prioritising schemes or incurring additional borrowing which would have a revenue impact which would have to be taken into account in future in the Medium-Term Financial Strategy.

There is currently a Flexible Use of Capital Receipts Direction in place in relation to Transformation projects for the years 2025/26 up to and including 2029/30 which the Council will utilise and is included in the Medium-Term Financial Strategy.

Capital Receipts (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Total	**17.788**	**6.877**	**3.571**	**1.340**	**6.000**	**0.000**	**0.000**

4.7.4 Prudential Borrowing Regime

Within the Medium Term Financial Strategy for 2025/26 to 2029/30 the level of Prudential Borrowing assumed is as follows:

Prudential Borrowing (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Total	**230.224**	**63.274**	**74.612**	**59.574**	**22.382**	**4.382**	**6.000**

4.7.5 Overall Resources Position

For planning purposes, some forward allocation indications have been included below. In these cases no firm scheme proposals will be put forward for approval until actual allocations are known.

Resources available (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Grant Allocations							
Children's Safeguarding & Family Support	0.073	0.073	0.000	0.000	0.000	0.000	0.000
Education & Skills	39.839	17.975	3.249	18.615	0.000	0.000	0.000
Housing, Commercial & Customer Services	5.279	4.184	0.553	0.542	0.000	0.000	0.000
Neighbourhood & Enforcement Services	101.640	18.185	17.745	20.263	21.516	23.931	0.000
Prosperity & Investment	35.610	9.360	14.910	1.260	1.260	1.260	7.560
Sub-total Grants	**182.441**	**49.777**	**36.457**	**40.680**	**22.776**	**25.191**	**7.560**

Resources available (£m)	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Later Years
Other Resources							
Capital Receipts	17.788	6.877	3.571	1.340	6.000	0.000	0.000
Revenue / External	6.065	4.389	1.676	0.000	0.000	0.000	0.000
Prudential Borrowing	230.224	63.274	74.612	59.574	22.382	4.382	6.000
Sub-total Other Resources	**254.077**	**74.540**	**79.859**	**60.914**	**28.382**	**4.382**	**6.000**
Total	**436.518**	**124.317**	**116.316**	**101.594**	**51.158**	**29.573**	**13.560**

The revenue impact of the use of Council resources, government allocations and prudential borrowing in the proposed programme are built into the budget summary.

4.8 Conclusion

Telford & Wrekin is a growing and changing area and therefore it has substantial capital spending needs:

- to support and meet the growing needs of the Borough and our aspirations to transform Telford & Wrekin,
- to maintain and develop the Council's own stock of capital assets,
- to address the 'New Town effect' of a commonly ageing infrastructure, and
- to invest in schemes such as NuPlace and the Telford Growth Fund that will further increase the choice of homes available for people looking to rent from a high quality, responsive landlord with a commitment to providing secure long-term homes and will also regenerate brown-field sites, attract new jobs, and retain companies that may otherwise leave the Borough if suitable premises are not available. Profits from these investments will be used to help fund key front-line services including Adult Social Care and Children's Safeguarding. Additional council tax and business rates will also be generated by these investments which will also help to support essential front-line services.

As a former new town area, with the Council having limited land and asset holdings, we have a more limited capacity to generate capital receipts through disposals than some other authorities. We, therefore, take the capital strategy and its asset management planning very seriously. We look on capital spending as an integral element of our overall approach to Community Planning, partnership working and community engagement.

We are committed to maximising the effectiveness of our assets and capital spending and to identifying or creating opportunities to attract external funding resources. Our focus is on delivering our priorities and policy objectives and on ensuring that our vision for the community can, each year, become more of a reality for local people.

5.0 Alternative Options

5.1 The Council could decide not to make the investments as set out in this report, however for the reasons set out within the report such decisions would likely lead to increased costs in future years.

6.0 Key Risks

6.1 The Council's current strategic risks have been considered as part of allocating resources in the overall programme.

7.0 Council Priorities

7.1 All Council priorities are covered by the report.

8.0 Financial Implications

8.1 Where appropriate these are detailed in the body of the report.

9.0 Legal and HR Implications

9.1 The proposals contained within this report are compliant with the legislative requirements imposed upon the Council and all statutory guidance. Legal advice will be provided in relation to specific capital investments to ensure that the Council has the appropriate powers, that any potential risks are fully identified and considered, and to confirm that requisite due diligence has been undertaken.

10.0 Ward Implications

10.1 The proposals in this report affect all wards across the Borough.

11.0 Health, Social and Economic Implications

11.1 Where appropriate, these are detailed in the body of the report.

12.0 Equality and Diversity Implications

12.1 The overall budget framework contains funding to support the Council's work to promote Equalities & Diversity across the Borough and accessibility requirements will be addressed in the Planned Maintenance programme of works.

13.0 Climate Change and Environmental Implications

13.1 There is a specific allocation of £4.551m included in the capital programme to support the Council's work to reduce to the impact of Climate Change.

14.0 Background Papers

1 The Council Plan

15.0 Appendices

A Capital Programme 2025/26 to 2029/30
B Planned Building Investment Programme 2026/27
C Highways and Transport Capital Investment Programme 2026/27 – 2029/30

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	05/01/2026	06/01/2027	ER
Legal	05/01/2026	06/01/2026	RP
Director	05/01/2026	06/01/2026	MLB

Capital Programme - 2025/26 - 2028/29

Policy Area	Total £'000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £001	Later Years £'000
Adult Social Care	60	20	40	0	0	0	0
Childrens Safeguarding & Family Support	73	73	0	0	0	0	0
Corporate Items	5,289	1,500	164	1,625	2,000	0	0
Education & Skills	41,050	17,985	3,249	19,816	0	0	0
Finance, People & IDT	14,834	5,889	2,934	1,771	2,120	2,120	0
Housing, Commercial & Customer Services	38,591	9,662	14,722	14,207	0	0	0
Neighbourhood & Enforcement Services	108,243	19,315	18,318	22,563	23,816	24,231	0
Policy & Governance	423	85	152	62	62	62	0
Prosperity & Investment	227,955	69,788	76,737	41,550	23,160	3,160	13,560
Total Expenditure	**436,518**	**124,317**	**116,316**	**101,594**	**51,158**	**29,573**	**13,560**
Resources							
Government Grant	182,441	49,777	36,457	40,680	22,776	25,191	7,560
Prudential	230,224	63,274	74,612	59,574	22,382	4,382	6,000
Capital Receipts	17,788	6,877	3,571	1,340	6,000	0	0
Revenue	1,091	841	250	0	0	0	0
External	4,974	3,548	1,426	0	0	0	0
Total Resources	**436,518**	**124,317**	**116,316**	**101,594**	**51,158**	**29,573**	**13,560**

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Capital Programme - 2025/26 - 2028/29
Scheme Summary showing major schemes separately

		Expenditure							Funding					
Executive Director	**Scheme**	**Total £'000**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**later years**	**Govn't Grant £'000**	**Prudential £'000**	**Capital Receipts £'000**	**Borrowing Approval £'000**	**Revenue £'000**	**External £'000**
Adult Social Care	Integrated Community Schemes	60	20	40	0	0	0	0	0	60	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	0	0	0	0	0	0	0	0	0	0	0	0	0
	Social Care Capital Grant	0	0	0	0	0	0	0	0	0	0	0	0	0
		60	**20**	**40**	**0**	**0**	**0**	**0**	**0**	**60**	**0**	**0**	**0**	**0**
Childrens Safeguarding & Family Support	Family Hubs & Start for Life	73	73	0	0	0	0	0	73	0	0	0	0	0
		73	**73**	**0**	**0**	**0**	**0**	**0**	**73**	**0**	**0**	**0**	**0**	**0**
Corporate Items	Efficiency Schemes Capitalisation	4,289	1,500	164	625	2,000	0	0	0	0	4,289	0	0	0
	Capital Investment Fund	1,000	0	0	1,000	0	0	0	0	1,000	0	0	0	0
	Managing the funding of the Capital Programme	0	0	0	0	0	0	0	0	1,601	(1,601)	0	0	0
		5,289	**1,500**	**164**	**1,625**	**2,000**	**0**	**0**	**0**	**2,601**	**2,688**	**0**	**0**	**0**
Education & Skills	All Other school schemes	41,050	17,985	3,249	19,816	0	0	0	39,841	0	1,209	0	0	0
		41,050	**17,985**	**3,249**	**19,816**	**0**	**0**	**0**	**39,841**	**0**	**1,209**	**0**	**0**	**0**
Finance, People & IDT	Finance & Human Resources other schemes	575	95	120	120	120	120	0	0	575	0	0	0	0
	ICT Investment Programme	14,259	5,794	2,814	1,651	2,000	2,000	0	0	12,044	2,116	0	67	32
		14,834	**5,889**	**2,934**	**1,771**	**2,120**	**2,120**	**0**	**0**	**12,619**	**2,116**	**0**	**67**	**32**
Housing, Commercial & Customer Services	Housing Related Schemes	5,523	3,959	1,022	542	0	0	0	4,774	520	229	0	0	0
	Affordable Housing Programme	16,142	3,396	5,746	7,000	0	0	0	505	15,637	0	0	0	0
	Climate Change	774	266	508	0	0	0	0	0	774	0	0	0	0
	Housing, Commercial & Customer Services other schemes	821	41	780	0	0	0	0	0	571	0	0	250	0
	Leisure & Cultural Schemes Other	15,331	2,000	6,666	6,665	0	0	0	0	13,807	916	0	608	0
		38,591	**9,662**	**14,722**	**14,207**	**0**	**0**	**0**	**5,279**	**31,309**	**1,145**	**0**	**858**	**0**
Neighbourhood & Enforcement Services	Environmental Improvements/ Enhancements	867	763	104	0	0	0	0	804	63	0	0	0	0
	Ironbridge Gorge Stability	67	67	0	0	0	0	0	50	17	0	0	0	0
	Newport Innovation & Enterprise Package	0	0	0	0	0	0	0	0	0	0	0	0	0
	Violence Against Women & Girls	0	0	0	0	0	0	0	0	0	0	0	0	0
	Mobile Enforcement Hub & CCTV	9	9	0	0	0	0	0	0	9	0	0	0	0
	Transport & Highways Schemes	107,300	18,476	18,214	22,563	23,816	24,231	0	100,785	6,391	0	0	11	113
		108,243	**19,315**	**18,318**	**22,563**	**23,816**	**24,231**	**0**	**101,639**	**6,480**	**0**	**0**	**11**	**113**
Policy & Governance	Legal Fees	410	72	152	62	62	62	0	0	410	0	0	0	0
	Branding Refresh	13	13	0	0	0	0	0	0	13	0	0	0	0
	Cemeteries	0	0	0	0	0	0	0	0	0	0	0	0	0
		423	**85**	**152**	**62**	**62**	**62**	**0**	**0**	**423**	**0**	**0**	**0**	**0**
Prosperity & Investment	Asset Management Plan - General Works & Surveys	3,389	589	700	700	700	700	0	0	3,389	0	0	0	0
	HE Land Deal	493	363	130	0	0	0	0	0	0	0	0	0	493
	HE Liability Sites	40	40	0	0	0	0	0	0	40	0	0	0	0
	Housing Company - Housing	72,925	25,718	17,591	16,616	13,000	0	0	0	72,925	0	0	0	0
	Land Deal Board Schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
	Property Investment Programme	59,902	15,831	24,637	12,434	7,000	0	0	0	53,714	3,856	0	0	2,332
	Rights of Way	61	61	0	0	0	0	0	0	40	0	0	0	21
	Stronger Communities	1,220	200	0	1,020	0	0	0	0	1,220	0	0	0	0
	Get Building Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
	Pride In Your High Street	2,370	665	385	1,320	0	0	0	0	2,315	0	0	55	0
	Local Regeneration Fund	56,690	19,910	29,780	7,000	0	0	0	22,467	30,282	3,280	0	0	661
	Pride in Your Place Programme	22,600	0	2,260	2,260	2,260	2,260	13,560	12,600	10,000	0	0	0	0
	Stalled Sites	24	24	0	0	0	0	0	0	0	24	0	0	0
	Prosperity & Investment other schemes	8,241	6,387	1,254	200	200	200	0	542	2,807	3,470	0	100	1,322
		227,955	**69,788**	**76,737**	**41,550**	**23,160**	**3,160**	**13,560**	**35,609**	**176,732**	**10,630**	**0**	**155**	**4,829**
		436,518	**124,317**	**116,316**	**101,594**	**51,158**	**29,573**	**13,560**	**182,441**	**230,224**	**17,788**	**0**	**1,091**	**4,974**

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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council Report

26 February 2026

Planned Building Investment Programme 2026/27

Cabinet Member:	Cllr Ollie Vickers – Cabinet Member for the Economy
Lead Director:	James Dunn – Director: Prosperity & Investment
Service Area:	Prosperity & Investment
Report Author:	Chris Goulson
Officer Contact Details:	**Tel:** 01952 384302 **Email:** chris.goulson@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Purpose of Appendix

1.1 To set out the planned building capital maintenance programme priorities for 2026/27.

2.0 Background

2.1 The Asset Management Plan and associated data on property (i.e. condition, suitability, sufficiency, access and asbestos) informs the Council's planned building capital investment programme. The Council has completed condition surveys for operational properties used for the delivery of its services, with each condition survey identifying works in four categories. These surveys are updated on a rolling programme each year. The Council's Asset Management Plan has identified condition associated works for the next 5 years of approximately £9m for operational properties (excluding schools) and £15.4m for schools/educational properties. The

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figure for condition related works for schools has reduced over recent years, mainly due to the investment made into them alongside recent academisation.

During 2026/27 more in-depth surveys will continue to be undertaken within operational properties and schools that are under the control of the council. Particular emphasis will continue to be given to health and safety ensuring that the occupants of our buildings are safe.

The planned building capital investment programme as identified in **Schedule A** is set in accordance with the approved framework for prioritising condition works as included in the Asset Management Plan. The level of investment included in the Capital Programme of Works 2026/27 is £1,605,502 for Educational assets and £1,203,897 for all other operational assets. This includes an allocation of £230,497 specifically towards the Darby House Internal Works. The budget allocations do not take into account the capital investment relating to expansion of schools, which is held as a separate budget. In addition to the above capital allocations, schools are also in receipt of Devolved Formula Capital (DFC) which is used fundamentally for maintaining and investing in the school building stock on a day-to-day basis.

3.0 Summary of main proposals

3.1 To identify the proposed planned building capital maintenance programme for financial year 2026/27, in accordance with Medium Term Financial Strategy 2026/27 to 2029/30.

4.0 Alternative Options

4.1 The alternatives to carrying out the planned building capital maintenance programme is to either do nothing and incur no expenditure or do less and spend less. However, the Council would run the risk of buildings condition potentially worsening and ultimately requiring emergency works to ensure the safety of building occupants. Also with regard to schools capital maintenance funding, the government expects funds to be used in line with published guidance and it is required to report on this expenditure to the Department for Education on an annual basis.

5.0 Key Risks

5.1 As stated under Financial Implications section below, confirmation of the 2026/27 education capital allocation for maintenance has not yet been confirmed. Adjustments to the programme may need to be made if the allocation is below what is expected.

6.0 Council Priorities

6.1 Effective management of the Council's planned building capital maintenance programme helps to support the delivery of all Council priorities as our buildings are used for working, learning, and providing services to all communities within the Borough.

7.0 Financial Implication

7.1 Confirmation of the Education capital allocations for 2026/27 have not been received and are expected to be notified shortly by the Department for Education. Appropriate adjustments to the capital programme and the programme of works (**Schedule A**), estimated at £1,605,502 will be made accordingly to ensure spend is within available funds.

Budgetary provision for the Corporate Planned Building Capital Maintenance Programme £1,203,879 programme of works for 2026/27 is contained within the approved capital programme for 2026/27 and future years (detailed in **Schedule A**). The Darby House internal works of £230,497 will require an additional revenue allocation at year end.

8.0 Legal and HR Implications

8.1 There are no direct legal implications arising from this report however any repair/ maintenance works will be subject to competitive procurement to ensure best value is achieved for the Council by complying with the Council's Contract Procedure Rules and any applicable statutory requirements. In addition, legal advice must be sought in relation to any Health and Safety or other similar matters should they become apparent during the year or when undertaking any works.

9.0 Ward Implications

9.1 The Wards in which proposed works are to be undertaken are detailed in **Schedule A**, however all Wards are potentially impacted given that schools and corporate properties also deliver services for people Borough wide.

10.0 Health, Social and Economic Implications

10.1 Maintaining buildings ensures that Council Services are delivered efficiently and with service continuity. Many of the key services are delivered from the Council's property portfolio and are the first key point of contact with our customers.

11.0 Equality and Diversity Implications

11.1 Where possible, as part of the planned building capital investment funding, improvements to accessibility will be carried out. Where improvements to existing facilities are being undertaken, Equalities Issues (i.e. baby changing facilities) are also included as part of the scheme. This allows the Council to increase access to public buildings for people with disabilities.

12.0 Climate Change and Environmental Implications

12.1 Environmental improvements are incorporated into schemes where appropriate, in an aim to reduce the Council's carbon emissions in accordance with the Council's Emergency Climate Plan.

13.0 Background Papers

1 Asset Management Plan

14.0 Schedules

A Education and Corporate Planned Building Capital Maintenance Programme 2026/27

15.0 Appendix Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	05/12/2025	06/01/2026	DR
Legal	05/12/2025	05/01/2026	EH
Director	05/12/2025	15/12/2025	JD

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

SCHEDULE A - Education Planned Building Capital Maintenance Programme 2026/27

Asset	Description of Works	Estimated Budget	Corporate Priorities	Ward
Donnington Wood Infant	Boiler Replacement	180,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Donnington
Dothill Primary	Hall Windows	109,802	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Shawbirch and Dothill
High Ercall Primary school	Boiler/Heating works	180,000	• Every child, young person and adult lives well in their community. • Protect our natural environment.	Ercall Magna

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			• A community-focused, innovative council providing efficient, effective and quality services.	
John Fletcher of Madeley Primary	Fire Safety Works	72,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Madeley and Sutton Hill
Newport Junior	Fire Alarm and LED lighting	187,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Newport South
Teagues Bridge Primary	Fire Safety Works	88,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Wrockwardine Wood and Trench

Wrockwardine Wood CE Junior	Fire Safety Works	83,700	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Wrockwardine Wood and Trench
Various Schools	Asbestos Management - To undertake updated landlord responsibility asbestos surveys within property assets and any subsequent management removals. Where removals are required these will be prioritised using the Asbestos Management survey data.	£75,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Schools	Data Updates - to update the asset management data. This will include condition surveys and updated drawing/floor plans of buildings as and when upgrades are carried out.	£50,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Schools	External Redecoration (rolling programme)	£50,000	• Every child, young person and adult lives well in their community.	Various

			• Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	
Various Schools	Demountable Structural Surveys	£10,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Schools	Access Works	£200,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Schools	Fire Risk Assessment Prioritisation /Fire Door Replacement	£320,000	• Every child, young person and adult lives well in their community. • Protect our natural environment. • A community-focused, innovative council providing	Various

			efficient, effective and quality services.	
	TOTAL	**£1,605,502**		

Corporate Planned Building Capital Maintenance Programme 2026/2027

Asset	Description of Works	Estimated Allocated Budget	Corporate Priorities Contributed to proposals	Ward
Darby House	Internal Health & Safety Works	386,500	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Malinslee and Dawley Bank
Darby House	Emergency Lighting	50,000	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Malinslee and Dawley Bank
Granville House	Roof Works	22,000	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Donnington
Telford Ice Rink	Lift Replacement	52,389	• All neighbourhoods are a great place to live.	Malinslee and Dawley Bank

			• Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	
Various Properties	Asbestos Removals - To undertake updated landlord responsibility asbestos surveys within property assets and any subsequent management removals. Where removals are required these will be prioritised using the Asbestos Management survey data.	£25,000	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Properties	Data Updates - to update the asset management data on operational assets, and improvements to the asset database, plus Fire Risk Assessment costs.	£75,000	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
Various Properties	Fire Risk Assessment Prioritisation	£20,000	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various

Various Properties	2025/26 Commitments	£572,990	• All neighbourhoods are a great place to live. • Protect our natural environment. • A community-focused, innovative council providing efficient, effective and quality services.	Various
	TOTAL	**£1,203,879**		

Please note: - the costs shown in the above tables are estimates. Actual costs will be established by competitive tendering in accordance with the Councils Tendering Procedures. All figures are inclusive of Project Management/Design Fees

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

Highways & Transport Capital Investment Programme 2026 - 2030

Cabinet Member:	Cllr Richard Overton – Deputy Leader and Cabinet Member: Highways, Housing and Enforcement
Lead Director:	Dean Sargeant – Director: Neighbourhood & Enforcement Services
Service Area:	Highways, Engineering & Project Delivery
Report Author:	Adam Brookes – Service Delivery Manager – Highways Engineering & Project Delivery
Officer Contact Details:	**Tel:** 01952 384000 **Email:** adam.brookes@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT – 13th January 2026 Business Briefing – 22nd January 2026 Cabinet – 12th February 2026 Full Council – 26th February 2026

1.0 Recommendations for decision/noting:

It is recommended that Council:

1.1 Approve the planned Highways and Transport Capital investment programme for 2026/27 – 2029/30; and

1.2 Delegate responsibility for agreeing any variations or changes to schemes in the capital programme that remain within overall approved budget limits to the Director for Neighbourhood & Enforcement Services, in consultation with the Deputy Leader and Cabinet Member for Highways, Housing and Enforcement.

2.0 Purpose of Report

2.1 This report identifies the proposed Highways and Transport Capital Investment Programme for financial years 2026/27 – 2029/30 which aims to ensure Telford & Wrekin Council continues to have well maintained highways. In line with the Council's plan to Protect, Care and Invest in our borough, a significant investment of £90.55m is proposed over the next four years to maintain roads, footpaths, bridges and deliver infrastructure improvements and sustainable transport improvements.

3.0 Background

3.1 In 2025, Telford & Wrekin Council was ranked joint second in the West Midlands for overall satisfaction in relation to the Highways and Transport Service according to the National Highways and Transport (NHT) Survey.

3.2 The Council's adopted Asset Management Policy & Strategy sets out the future vision for highways in Telford & Wrekin: The vision is as follows: -

'We will keep Telford moving by delivering a safe, efficient and sustainable highway to meet the needs of communities and businesses, providing access to jobs and services, supporting health and wellbeing and catering for future growth and maximising and managing investment into the highway network to support the local economy, investing in new technologies and our workforce to promote innovation and creativity. Consultation, collaboration and community engagement will be the key to our success.'

3.3 Telford and Wrekin continues to face the need for continuing investment into infrastructure to support our residents and communities and to make the Borough attractive for securing inward investment, in turn helping to create new jobs. The New Town status of Telford means that much of the infrastructure is deteriorating at a similar rate and is now coming to the end of its useful life. This presents a challenge in prioritising investment into the highway network, but this challenge is managed through our effective approach to asset management.

3.4 In 2025/26, over £19m is being invested into the Boroughs Highways and Transport infrastructure. The benefits of this investment were highlighted in the 2025 NHT survey where it was acknowledged that satisfaction with the condition of roads in Telford & Wrekin ranked higher than the regional and national average. Significant improvements have been made to the overall condition of roads and footpaths and major improvements made to drainage, structures, street furniture and road markings.

4.0 Summary of main proposals

4.1 The 2026/27 – 2029/30 Capital Investment Programme outlined below totals £90.554m and includes grants (2026/27 – 2029/30) from the Department for Transport (DfT) as shown in Table 1 and Table 2. Should allocations be amended by the DfT, the overall Highways and Transport Capital Programme may need to be updated accordingly.

4.2 For 2026/27, the proposal is to invest £17.942m as follows:

- £6.110m into roads and footpaths
- £0.992m into structures
- £1.050m into drainage, flooding and council owned assets
- £2.493m into street furniture, road marking, streetlighting and road safety improvements
- £7.297m into sustainable transport, strategic road improvements, EV charge points and future strategic scheme development

4.3 In line with the Council's plan to Protect, Care and Invest in our borough, a further investment from the council of £72.612m is proposed for 2027/28 – 2029/2030. This outlay will allow for the following investments during the period:

- £24.5m into roads and footpaths
- £3.0m into structures
- £3.85m into drainage, flooding and council owned assets
- £7.816m into street furniture, road marking, streetlighting and road safety improvements
- £33.446m into sustainable transport, strategic road improvements, EV charge points and future strategic scheme development

4.4 The planned investment over the next four financial years will significantly improve the condition of the Council's highway assets as well as upgrading vital infrastructure, reducing risks to the public and facilitating sustainable transport.

Table 1 – Summary of Funding Sources

Source	**2026-27** £'000	**2027-28** £'000	**2028-29** £'000	**2029-30** £'000	**Total 4 - Year Programme £'000**
4-Year Budget					
Council Capital					
Highways maintenance and improvements	300	2,300	2,300	300	5,200
Total Council Capital	**300**	**2,300**	**2,300**	**300**	**5,200**
External Funding					
Highways maintenance and improvements	14,445	18,455*	19,686*	22,068*	74,654
Active Travel	1,142	618	618	618	2,996
On-street Electric Vehicle Charging (LEVI)	408	510	0	0	918
Bus Service Improvement Plan	1,647	1,680	1,713	1,746	6,786
Total External Funding Capital	**17,642**	**21,263**	**22,017**	**24,432**	**85,354**
Total Funding	**17,942**	**23,563**	**24,317**	**24,732**	**90,554**

*Includes unconfirmed external funding

Table 2 – Summary of Highways & Transport Capital Programme

Highway Programme Area	2026-27	2027-28	2028-29	2029-30	Total 4-Year Programme
	£'000	£'000	£'000	£'000	**£'000**
Maintenance of Existing Assets					
Carriageway Maintenance	5,110	6,500	7,500	7,500	26,610
Footpath maintenance	1000	1000	1000	1000	4,000
Structures maintenance	992	1000	1000	1,000	3,992
Street lighting maintenance	753	400	500	300	1,953
Drainage Maintenance	700	800	1000	1000	3,500
Road Markings	255	270	300	300	1,125
Street furniture & Traffic Signals	960	960	1,500	1,500	4,920
Council Owned Assets	350	350	350	350	1,400
Road Safety Improvements	525	525	736	525	2,311
Maintenance Programme sub-total	**10,645**	**11,805**	**13,886**	**13,475**	**49,811**
Transport & Major Schemes (Improving and Amending the Highway Network)					
Sustainable Transport Improvements	1,700	2,900	150	143	4,893
Bus Service Improvements	1,647	1,680	1,713	1,746	6,786
Employment Centre Connectivity Package	0	0	1,200	0	1,200
Active Travel	1142	1,368	1,368	1,368	5,246
Electric Vehicle Charging	408	510	0	0	918
Scheme Development	900	300	300	300	1,800
Strategic Road Improvements	1,500	5,000	5,700	7,700	19,900
Transport & Major Schemes-sub-total	**7,297**	**11,758**	**10,431**	**11,257**	**40,743**
Total Investment Programme	**17,942**	**23,563**	**24,317**	**24,732**	**90,554**

5.0 Alternative Options

5.1 The allocations outlined in Section 4 of this report provide the optimum outcomes in relation to managing the various Highway and Transport Assets. However, the allocations set out can be adjusted within the overall allocated budget based on competing priorities and in consultation with the Deputy Leader and Cabinet Member for Highways, Housing and Enforcement.

6.0 Key Risks

6.1 The proposals set out in Section 4 provide the most efficient use of the overall budget allocation. Allocations may need to be adjusted within the overall budget should unforeseen priorities become apparent over the four-year period.

6.2 The allocations set out in Section 4 are based on allocations by the Department for Transport and assume the Council receive all funding in respect of the Incentive element of the Highways Maintenance Block funding.

6.3 In addition to this, inflationary rises may result in adjustments of budget allocations to ensure priority projects are delivered.

6.4 Other key risks are covered in detail in other sections of this paper.

7.0 Council Priorities

7.1 Effective management of the Council's Treasury portfolio helps support the Council's overall financial position through minimising borrowing costs and optimising investment income whilst following the principles of Security, Liquidity and Yield; and therefore, supports the delivery of all Council priorities.

7.2 This paper details the planned investment in Highways and Transport services over the next four years. Effective management of the Council's Highways and Transport assets ensures that Telford & Wrekin Council continues to have well maintained highways and delivers the Council Priority that All neighbourhoods are a great place to live.

8.0 Financial Implications

8.1 Where appropriate these are detailed in the body of the report and the appendices.

9.0 Legal and HR Implications

9.1 There are no direct legal implications arising from this report.

9.2 A number of general and specific statutory powers and duties are conferred on the Council regarding its highway network management, maintenance and improvement functions. In particular, the Council has a duty to maintain the Borough's publicly maintainable highways and a duty to assert the rights of the public to use and enjoy those highways. The capital investment programme is a key Council response to those duties. Any works will be properly procured and managed in accordance with financial and contract procedure rules.

10.0 Ward Implications

10.1 This report impacts all wards.

11.0 Health, Social and Economic Implications

11.1 The Economic Climate has direct relevance to Treasury Management and is covered in detail in the report.

11.2 The proposed investment over the next four years will deliver a number of active travel schemes and the provision of other modes of sustainable transport. This will promote active and healthy lifestyles as well as improving access to local communities, schools, businesses and places of work. It is recognised that a good transport network is essential for a successful economy and the planned investment will ensure this network continues to be well maintained.

12.0 Equality and Diversity Implications

12.1 Where possible, as part of the capital programme, improvements to accessibility will be carried out, such as, but not limited to, the provision of dropped kerbs and tactile paving. This allows the Council to support its Local Transport Plan objective of improving accessibility.

12.2 A well maintained highways and transport network provides a safe and effective access to all areas of the Borough providing suitable access to jobs and other services.

13.0 Climate Change and Environmental Implications

13.1 Environmental improvements are incorporated into schemes wherever appropriate to support the recognition that highway and footpath condition can have a significant bearing on the perceived environmental quality of an area. Again, by identifying links with other programme the Council will aim to take a Total Place approach when delivering highways schemes, thereby ensuring that both environmental and highways issues are addressed.

13.2 The Council will be seeking to use recycling of materials and new more sustainable surfacing treatments, in collaboration with other local authorities, with the aim of reducing the Council's Carbon Emissions. Investment into Sustainable transport also improves access and quality of modes other than cars. There are a number of actions on the Council's Climate Action Plan that the Highways & Transport services are supporting to deliver on the Council's priorities.

14.0 Background Papers

14.1 The Council's Highway Asset Management Policy and Strategy sets out 12 key objectives to ensure the highway and transport network is well maintained and meets the need of the Boroughs residents.

15.0 Appendices

15.1 None

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	07/01/2026	07/01/2026	ER
Legal	07/01/2026	07/01/2026	RP

Telford & Wrekin Council

Corporate
Asset Management Plan

2026-2030

The Corporate Asset Management Plan is a strategic document which will help inform decisions relating to service delivery and therefore ensure the most effective contribution is made to facilitate the delivery of improved public services and benefits to local communities.

CONTENTS

1.0 Statement of Context

Asset Management Plan – Aims and Objectives (Covering Operational and Investment properties together with land owned by TWC)

2.0 Data Management

Core Data

3.0 Programme Development & Implementation

4.0 Operational Assets

Building Rationalisation, New Ways of Working, One Public Estate

5.0 Asset Details & Performance
Statement of Assets

1.0 Statement of Context

It is recognised that continued growth and development of the Telford & Wrekin area requires that services and facilities are constantly monitored and reviewed, resulting in challenges and opportunities for property holdings and Asset Management.

The Asset Management Plan covers all buildings and land owned by The Council but excludes Highways and drains. It sets out our proposals to effectively manage our assets in this context and focuses specifically on the following areas;

- Property and associated land used for operational purposes
- Property Investment Portfolio (property held for investment purposes)
- Land (held for future disposal or future operational use)
- Public Realm Land

The Land Strategy, Operational Property Strategy and PIP Strategy all interlink to form a comprehensive approach to Asset Management covering Council property assets within Telford.

Asset Management Plan – Aims and Objectives:

- Ensure assets are fit for purpose
- Maximise the use and efficiency of assets
- Ensure assets are located in appropriate locations for service delivery
- Deliver an integrated approach to Asset Management across the Authority
- Ensure Asset Management decisions are co-ordinated and consistent with council priorities
- Manage a simple and robust performance measurement system
- Provide comprehensive and accurate data to assess property performance and to support and facilitate the changing patterns of service delivery
- Use land and buildings to facilitate the "growth" agenda and be the enabler of regeneration
- Optimise and prioritise the level of property investment, to meet the Council's current and future service needs
- Support the delivery of the Council's cost improvement plans e.g. in Adults/Children services
- Support the One Public Estate agenda alongside other land-owning public sector organisations and to work with other stakeholders and partners to rationalise services and resources, unlock development land, reduce running costs, create jobs, homes, and revenue streams.

2.0 Data Management

The ability to make informed property decisions is dependent upon collecting, analysing and updating accurate data.

Core Data

All Council property data is recorded on a Property Management System, which is designed to accommodate all forms of property data in a central location. The Property Management software brings all the main functions such as Asset Management, Capital Projects, Service Asset Register and Helpdesk functions together into one integrated solution. This provides greater exchange of information and a streamlined property database linked directly to a customer facing property helpdesk. The software is internet browser based, and provides a direct link to customers and stakeholders, enabling them to access data and information in an easy to use environment.

- <u>The Asset Register:</u>

The Council maintains a central record of valuations and information for all sites and property on the Asset Register in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) and other Audit requirements. A three-year rolling programme of asset valuations is in place for Property, Plant & Equipment (PPE) which covers Operational and some PIP Property (due to their classification), ensuring that all higher value properties are valued every year and 33% of the remainder each year. Investment Property (mostly in the Property Investment Portfolio (PIP) is re-valued annually.

- Condition Data

Condition Surveys of all Schools and Operational Buildings have been completed and are re-assessed as part of an ongoing re-survey process, as part of a 5 year rolling programme. Property data is captured across all service areas and work is prioritised according to the data, allowing a transparent planned programme of work to be implemented. Similarly, this enables informed decisions on property disposals.

- Asbestos

Comprehensive asbestos information is held incorporating 'Type 2 Enhanced Surveys' as part of the Property database, ensuring that quality, up to date information is retained. In accordance with the Council's Asbestos Management Plan, annual risk assessments are conducted on all previously surveyed properties, to ensure that the Council targets available resources at priority items and manages the risks on site.

- Measured Surveys

Accurate, comprehensive, measured building surveys are available for all properties and are used in various interchangeable formats. All new properties since 2016 which have been designed by the in-house team have been modelled in the latest design packages, the formats of which allow them to be interchangeable when needed. This will assist in the future integration of Building Information Modelling advances within the construction industry into everyday Facilities Management processes.

3.0 Programme Development and Implementation

The Decision-Making Process

The information contained in the Asset Management System facilitates informed, property related decisions. This corporate planning process identifies requirements for the Property Portfolio. The Council utilises data detailing condition, suitability, sustainability sufficiency and asbestos, in the following areas (list not exhaustive):

- Review of office accommodation
- Repair and Maintenance Programmes
- Capital Programmes
- Property Rationalisation
- Borough Towns and Local Centre Regeneration
- Housing Investment
- Commercial Development

Maintenance Programme

The planned Maintenance Programme for 2026/27 will be submitted to Cabinet for approval in February 2026. This programme is set in accordance with Service Priorities and Plans linked to Condition Surveys. Health & Safety priorities take precedence and following Grenfell whilst TWC does not own or have responsibility for high rise residential buildings reviewing our Fire Risk Assessments has been a priority. As a result an extensive programme of fire stopping and replacement of fire doors is under way and will span the next few years.

Formulating the Property Related Capital Programme and Key Issues

In order to develop the capital programme an appraisal is undertaken which considers; reduced operating costs, regeneration factors, service and commercial benefits, geographic and deprivation indices, alternate premises, sharing premises and partnership with the private sector or other public sector partners. Whole life cycle costing provides a far more accurate assessment of the long-term cost effectiveness of a project, than standard economic methods that focus solely on capital costs or operating-related costs in the very short term. Research has identified the relationship between capital cost, cost in use and the cost to the business of assets as a ratio of 1:5:200. This demonstrates that the cost of operating and maintaining a building over its life will be five times the original capital cost. Moreover, the cost of staff productivity and occupation is two hundred times the capital cost.

Sustainability

Telford & Wrekin Council actively considers sustainability as part of asset provision, use and management and a Sustainable Procurement Strategy is embedded into our commissioning approach. We are innovative in ensuring sustainability is part of all new-build and refurbishment schemes. For example, the Wellington Civic and Leisure Centre has undergone a series of low-carbon retrofit projects over recent years. These include the installation of Solar PV panels, Solar Thermal systems, and energy-efficient LED lighting. Most recently, we completed a major heating and thermal fabric upgrade, which involved adding advanced thermal insulation to the pool area and introducing air source heat pump technology to provide efficient heating for the remainder of the building.

The anticipated annual savings from these improvements are substantial:

- **Energy savings:** 494,275 kWh per year
- **CO_2 savings:** 79.32 tonnes per year

These upgrades not only reduce energy consumption and carbon emissions but also demonstrate our commitment to sustainability and long-term cost efficiency.



Fig. 1: Heat Pumps providing heat for the Leisure Centre, Offices and Library



Fig. 2: Heat pumps providing domestic hot water

Funding

Planned Capital expenditure in 2026/27 for corporate buildings is £1,203,879 and educational properties is £1,605,502. This does not include funding from other sources such as grants and section 106 monies.

Key issues addressed in finalising the 2026/27 Capital Investment Programme include:

- The delivery of capital projects to underpin and support improved service delivery and reduce maintenance back log.
- Investment in energy/heating and lighting to reduce running costs and to support work on climate change initiatives.
- Regeneration – support and project management to all regeneration and investment projects.
- Supporting the delivery of the Council's budget and cost improvement plans.

4.0 Operational Assets

Property Rationalisation/ Hybrid Working

Changing Work Patterns and Culture

To deliver ongoing savings, we have consistently worked with Directors and Service Delivery Managers to ensure that services and teams are co-located wherever possible. This approach maximises operational synergies, optimises space usage, and drives further efficiencies.

Hybrid working is now firmly embedded within the ethos of the organisation, reflecting our commitment to flexibility, productivity, and employee wellbeing. Under this model, teams operate from the office between one and five days per week, depending on the nature of their service and customer requirements. This approach has enabled significant savings through the rationalisation of our estate, including the vacation of Addenbrooke House and Wellington Civic Offices—equating to approximately 4,000 square metres. Our core accommodation is now concentrated within three main buildings: Southwater One, Darby House, and Granville House.

We continue to collaborate with other public sector partners through the One Public Estate agenda, which promotes shared use of assets and improved value for money. A key outcome of this partnership has been the successful letting of Wellington Civic Offices to the NHS, further supporting integrated public services within the community.

5.0 Asset Details & Performance

The Statement of Assets is found in Appendix 1.

Three key measures against condition and space utilisation are contained in Appendix 2.

With reducing budgets, maintenance/refurbishment has been kept to a minimum across both Operational Property and Schools. However, the BSF programme has reduced the school maintenance back log as new and refurbished schools have been delivered as new Academies. On the Operational side, Property Rationalisation has also reduced the backlog

of outstanding maintenance as services and staff are concentrated in modern buildings and old outdated buildings, are disposed of.

Energy use is increasingly important from both an environmental and financial viewpoint. Whilst we have pursued a programme of eco-friendly initiatives such as Solar Panels, Ground Source Heat Pumps, increased insulation etc. this has been offset by increasing use of technology powered by electricity in buildings.

Over recent years, we have enhanced space utilisation across our administrative buildings through our Property Rationalisation programme. This initiative has focused on optimising the use of existing assets, consolidating services, and creating more efficient working environments. By reviewing occupancy patterns and aligning space allocation with operational needs, we have been able to reduce underutilised areas, and support modern ways of working. These changes not only deliver financial savings but also reflect our commitment to sustainability and flexibility, ensuring that our estate continues to meet the evolving requirements of both staff and the delivery of Council services.

Appendix 1 - Fixed Assets Utilised by the Council

Group/Category	OP / NON-OP / Other	Total Land Area	Total Value (Latest Valuations Only)
Allotment	Operational	11.8 Ha.	£10
Amenity Site - LAND	Operational	5.5 Ha.	£0
Assets Held For Sale - OP	Operational	0.2 Ha.	£0
Asset Under Construction	Operational	0.1 Ha.	£1,124,480
Bus Station - LAND	Operational	0.7 Ha.	£0
Car Park - LAND	Operational	17.6 Ha.	£4,405,577
Cemetery	Operational	7.3 Ha.	£0
Changing Rooms - LAND	Operational	11.0 Ha.	£0
Child Dev Centre	Operational	0.3 Ha.	£1
Closed Facility - LAND	Operational	8.5 Ha.	£1
Community Centre - LAND	Operational	0.2 Ha.	£0
Community Centre - PIP	Operational	0.8 Ha.	£85,761
Day Centre - LAND	Operational	0.3 Ha.	£2,990,720
Elderly Persons Home - LAND	Operational	1.2 Ha.	£0
Group Home - LAND	Operational	0.3 Ha.	£355,010
Homeless Accommodation - LAND	Operational	1.0 Ha.	£4,255,875
Hostel - LAND	Operational	0.2 Ha.	£0
Telford Housing First - LAND	Operational	0.2 Ha.	£1,515,000
Ice Rink - LAND	Operational	1.0 Ha.	£0
Industrial Estates & Units - LAND	Operational	0.2 Ha.	£985,790
Industrial Estates & Units - Op	Operational	1.0 Ha.	£919,380
Leisure Centre - LAND	Operational	39.8 Ha.	£30,704,002
Library - LAND	Operational	0.5 Ha.	£0
Operational Offices - LAND	Operational	3.2 Ha.	£429,711
Outdoor Activity Centre - LAND	Operational	3.6 Ha.	£0
Play Area	Operational	26.6 Ha.	£0
Public Toilets - LAND	Operational	0.3 Ha.	£0
Refugee Accommodation - LAND	Operational	0.7 Ha.	£0
Registrars - LAND	Operational	0.1 Ha.	£0
Residential Home - LAND	Operational	0.7 Ha.	£193,000
Schools - Academy - LAND	Operational	73.6 Ha.	£0
Schools - Academy PFI - LAND	Operational	9.5 Ha.	£0
Schools - Children´s Centres & Nurseries - LAND	Operational	0.4 Ha.	£0
Schools - Primary - LAND	Operational	44.7 Ha.	£108,500,002
Schools - Primary Foundation - LAND	Operational	1.1 Ha.	£0
Schools - Primary Trust - LAND	Operational	9.0 Ha.	£15,950,000
Schools - Primary VA - LAND	Operational	5.4 Ha.	£0
Schools - Primary VC - LAND	Operational	13.4 Ha.	£27,120,000
Schools - PRU - LAND	Operational	0.6 Ha.	£0
Schools - Secondary - LAND	Operational	11.6 Ha.	£55,070,000

Schools - Special - LAND	Operational	3.2 Ha.	£12,730,000
Schools - Special PFI - LAND	Operational	1.2 Ha.	£15,470,000
Ski Centre - LAND	Operational	0.5 Ha.	£0
Theatre - LAND	Operational	0.2 Ha.	£2,745,000
Traveller Site - LAND	Operational	7.2 Ha.	£6
Visitor Information Centre	Operational	0.0 Ha.	£1,250,001
Woodland	Operational	72.5 Ha.	£5
Car Park - PIP	Non-Op. Generally PIP	2.0 Ha.	£1,449,400
Depot - PIP	Non-Op. Generally PIP	0.8 Ha.	£815,442
Industrial Estates & Units - PIP	Non-Op. Generally PIP	49.7 Ha.	£83,885,729
Leased Out Property - PIP	Non-Op. Generally PIP	4.8 Ha.	£16,381,504
Leased Out Property - Non PIP	Non-Op. Generally PIP	10.7 Ha.	£1
Miscellaneous Ground Rents	Non-Op. Generally PIP	0.2 Ha.	£19,141
Miscellaneous Ground Rents - PIP	Non-Op. Generally PIP	0.9 Ha.	£397,771
Miscellaneous Sites - LAND	Non-Op. Generally PIP	80.8 Ha.	£0
Miscellaneous Sites - PIP	Non-Op. Generally PIP	30.0 Ha.	£936,961
Retail Unit - PIP	Non-Op. Generally PIP	4.2 Ha.	£27,271,713
Sites for Future Sale (>1 yr) - PIP	Non-Op. Generally PIP	38.6 Ha.	£3,891,552
Sites for Future Sale (>1yr) - LAND	Non-Op. Generally PIP	47.5 Ha.	£0
Golf Course	Assets Listed by Site Area	73.0 Ha.	£6,440,000
Land	Assets Listed by Site Area	28.8 Ha.	£0
Open Space	Assets Listed by Site Area	62.1 Ha.	£2,300
Other Land	Assets Listed by Site Area	49.9 Ha.	£9,179
Other Land - PIP	Assets Listed by Site Area	28.0 Ha.	£430,618
Park	Assets Listed by Site Area	199.5 Ha.	£0
Public Playing Field	Assets Listed by Site Area	53.0 Ha.	£20
Wildlife Park	Assets Listed by Site Area	22.6 Ha.	£0
Regeneration Site - LAND	Other	2.5 Ha.	£5,735,000
Deleted Asset	Other	47.6 Ha.	£0
Disposed Asset	Other	165.2 Ha.	£0
Merged Asset	Other	124.2 Ha.	£0
Total Records		1,525.73 Ha.	£434,465,662
Less: Disposed, Deleted & Merged Assets		337	0
TOTAL ASSETS HELD:		**1,188.69 Ha.**	**£434,465,662**

APPENDIX 2

Indicator 1Bi : Required maintenance by cost expressed as a total cost in Priority levels 1–3

Priority 1–3 covers a 5 year maintenance period. The total cost of priority level 1 – 3 works for all Operational Property (including schools) is £24,420,439.

T&WC figure is split as follows:

School Property £15,424,607
Operational Property £8,995,832

Previous year comparisons

		2020	2021	2022	2023	2024	2025
Schools	P1-P3	£18,267,205	£17,112,347	£16,612,040	£16,138,320	£16,989,749	£15,424,607
Operational	P1-P3	£5,629,287	£5,177,048	£6,825,859	£6,926,513	£7,974,968	£8,995,832

School Condition Surveys do not include all the recent investment of circa £2.1m in 2025/26 until the survey updates have been completed. Surveys will continue to be rolled out over the following year and will reflect this investment in future updates.

Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

2026/27 Investment Strategy

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT.
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton – Head of Corporate & Capital Finance
Officer Contact Details:	Tel: 01952 383750 Email: edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	11 September 2025
Report considered by:	SMT - 13 January 2026 Business Briefing - 22 January 2026 Cabinet - 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for Decision/Noting

It is recommended that Full Council:

1.1 Approves the Investment Strategy for 2026/27

2.0 Purpose of Report

2.1 The strategy gives an overview of the Council's non-treasury investments, outlining the contribution they make towards service delivery objectives, risk management arrangements and liquidity.

2.2 The strategy also includes a number of indicators which provide context and proportionality.

3.0 Background

3.1 The 2026/27 investment strategy meets the requirements of statutory guidance issued by the government. It focuses on non-treasury investments i.e. investments made to support local public services and commercial investments which primarily deliver service priorities but also provide a return to the Council.

4.0 Summary of main proposals

4.1 The Investment Strategy is attached at Appendix A.

5.0 Alternative Options

5.1 Not Applicable.

6.0 Key Risks

6.1 Risks and opportunities are considered in the Strategy.

7.0 Council Priorities

7.1 Service and Commercial investments deliver benefits to the Community as their primary objective; as well as generating income which supports the Council's overall financial position and delivery of front-line services and therefore the delivery of all policy objectives.

8.0 Financial Implications

8.1 The financial implications arising from the Investment Strategy are included in the 2026/27 Medium Term Financial Strategy Report.

9.0 Legal and HR Implications

9.1 The Investment Strategy has to comply with MHCLG Investment Guidance. Legal advice will be provided on an ongoing basis in relation to any specific proposals as they are brought forward.

9.2 For business efficacy and to allow the Council to respond to situations in a timely fashion when needed, the strategy has been updated to replicate the Council's Constitution and clarify that officers have delegated authority to take decisions when needed.

10.0 Ward Implications

10.1 Borough Wide

11.0 Health, Social and Economic Implications

11.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

12.0 Equality and Diversity Implications

12.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

13.0 Climate Change and Environmental Implications

13.1 Implications are covered in the individual papers within the overall Medium Term Financial Strategy suite of papers.

14.0 Background Papers

1 2026/27 Treasury Management Strategy
2 2026/27 Prudential Indicator Report
3 2026/27 Capital Strategy
4 2026/27 to 2029/30 Medium Term Financial Strategy

15.0 Appendices

Appendix A Investment Strategy

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	05/01/2026	06/01/2026	MLB
Finance	05/01/2026	06/01/2026	ER
Legal	05/01/2026	06/01/2026	RP

APPENDIX A

INVESTMENT STRATEGY OVERVIEW – 2026/27

1.0 INTRODUCTION

1.1 Investments made by local authorities can be classified into one of two main categories: **investments made for treasury management purposes** and **other investments.**

- **Treasury Management Investments** - because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure, known as **treasury management investments**. Treasuring Management Investments are covered in more detail in the separate Treasury Management Strategy report within the Medium-Term Financial Strategy suite of papers.

- **Other Investments –** these include investment to support local public services by lending to or buying shares in other organisations, (**service investments**), and investments to earn income (known as **commercial investments)** but note, in Telford & Wrekin the main purpose of these investments is to deliver service benefits although they may also deliver a net income stream to the Council.

1.2 This investment strategy for 2026/27, meets the requirements of statutory guidance issued by the government, and focuses on the second of these categories. The Council must not, and will not, borrow to invest primarily for financial return.

1.3 Reducing dependency on Government Grants is an important part of our financial strategy and we have actively sought out opportunities that deliver a range of service objectives but which, in some cases also provide some net income to the Council. Any additional income generated helps protect front line services and delivers the Council's priorities. Invest-to-Save schemes such as the solar farm or the Housing Investment Programme and investment in the Property Investment Portfolio importantly deliver wider environmental, social or economic benefits and also earn a surplus which can be used to help protect front line services as the surplus generated helps to reduce the impact on the revenue budget of Government cuts to our grants. The Council will, however, carefully assess each potential new investment through a proper due diligence and business case process 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 investment portfolio of the Council.

2.0 BACKGROUND

2.1 Statutory guidance on Local Government Investments sets out the requirements that local authorities are required to "have regard to" with respect to Investments.

2.2 The definition of investment covers all of the financial assets of a local authority together with the non-financial assets an organisation holds. This includes investments that are not managed as part of the normal treasury management delegations.

2.3 The Council should prepare at least one Investment Strategy each year which should be approved by Full Council. The Strategies should disclose the contribution that all **other** investments make towards the service delivery objectives and/or place making role of the local authority. They should also present the total risk exposure from both treasury management and other investments.

2.4 There should be a range of information, including how investments are funded and returns.

2.5 For Telford & Wrekin Council, Treasury Management Investments are covered in the Treasury Management Strategy and Other investments are covered in the Investment Strategy (this document).

3.0 TREASURY MANAGEMENT INVESTMENTS

3.1 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to normally fluctuate between £10m and £25m during the 2026/27 financial year. There may be circumstances where market conditions favour borrowing and investments will exceed £25m on a short-term basis from time to time due to differing maturity dates or certain periods of the year when markets are less liquid and it is appropriate to hold more cash investments; further, the receipt of grant funding, may result in investments being higher at points during the year.

3.2 Contribution: The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities as part of the Council's overall sound financial management arrangements.

3.3 **Further details:** Full details of the Authority's policies and its plan for 2026/27 for treasury management investments are covered in a separate document, the Treasury Management Strategy, also on this agenda.

4.0 SERVICE INVESTMENTS: LOANS

4.1 The Council currently has loans to Nuplace Ltd, its wholly owned company, AFC Telford and Telford Hockey Club. Each makes a valuable contribution to the community, delivering services and align with the Council's objectives:

Nuplace	Nuplace constructs and manages the delivery of private and affordable residential property for rental responding to the Borough's housing needs including the availability of accessible and adaptable housing. Through Nuplace, the Council is increasing the quality of the private rented sector provision, regenerating brownfield land sites and stimulating economic growth.
AFC Telford	AFC Telford provides opportunities to enhance community and club sport, leisure and learning facilities in the Borough.
Telford Hockey Club	The Hockey Club is providing a community use hockey pitch in the borough which increases local opportunities to take part in healthy sporting activity. The Hockey Club has also agreed to provide 100 hours free hire and 100 hours of subsidised coaching for youth sport at the new hockey pitch.

4.2 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. Loans granted are considered on an individual basis, with the appropriate approvals, and include safeguards to minimise the Council's risk:

Nuplace	The company is delivering an appreciating asset i.e. houses and ultimately the proceeds from the sale of some or all of these assets could repay the loan.
AFC Telford	The Council owns the freehold of the ground; the loan was granted to fund a new fire alarm system at the ground.
Telford Hockey Club	There is no financial guarantee for this loan. However, benefits from the new pitch already delivered and the surrender of the Hockey Club legal interest in the pitches at the Town Park are considered significant benefits.

4.3 In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as follows:

Table 1: Loans for service purposes in £ millions

Category of Borrower	Balance Due 31.3.25 [Net figure in accounts]	Estimated Balance Due 31.3.26	Estimated Balance Due 31.3.27	Approved Limit
Nuplace – wholly owned company	62.257 [62.257]	67.559	95.702	£117m
AFC Telford	0.041 [0.017]	0.040	0.039	Balance Due
Telford Hockey Club	0.044 [0.014]	0.042	0.040	Balance Due
TOTAL DUE	**62.342**	**67.641**	**95.781**	

International Accounting standards require the Authority to set aside loss allowances for loans, calculated to meet accounting requirements rather than any expectation of actual likely repayment issues. The figures for loans in the Authority's statement of accounts are shown net of this loss allowance (shown in brackets in the above table). However, the Authority clearly makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments. It is not currently anticipated that any of the loss allowances for current loans will be required.

4.4 The Authority assesses the risk of loss before entering into and whilst holding service loans on a case-by-case basis. This could be as part of a business case appraisal, as was the case for Nuplace, or as part of individual reports taken to Council/Cabinet for smaller loans. Where appropriate external advisors would be used to inform the decision-making process. Nuplace risks are regularly monitored through the Housing Investment Programme Board.

4.5 The Council may grant loans to other organisations where there is a clear contribution to the community and alignment with the Council's objectives. Within the Council's Constitution, senior officers have chief officer powers to make decisions as required to meet the needs of the organisation. Whilst officers have these delegations to enable them to agree such loan arrangements, there may be times when it is considered appropriate for such matters to be reported to Cabinet for approval.

5.0 SERVICE INVESTMENTS: SHARES

5.1 The Council invests in the shares of Nuplace which contributes to its overall objectives, as described in 4.1 above.

5.2 One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows:

Table 2: Shares held for service purposes in £ millions

Company	Amount invested	Value in accounts 31.3.25	Forecast 2025/26	Forecast 2026/27	Approved Limit
Nuplace	27.300	27.300	28.986	41.041	49.945
TOTAL	**22.200**	**22.200**	**27.688**	**36.568**	**49.700**

5.3 The Authority assesses the risk of loss before entering into and whilst holding shares on a case-by-case basis. The assessment of risks in relation to Nuplace are as described in para. 4.4 above.

5.4 **T**he maximum periods for which funds may prudently be committed are considered on a case-by-case basis as part of the business case process. The agreement with Nuplace is in place for a 30-year period, commencing 2015. Investment in Nuplace, through loan and equity is regularly monitored by senior finance officers to ensure it stays within the agreed limits.

5.5 **Non-specified, Non-Treasury Investments:** Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits above on share investments are therefore also the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition.

6.0 INVESTMENTS WHICH DELIVER SOME NET INCOME AS WELL AS SERVICE BENEFITS: PROPERTY

6.1 The Council holds a number of individual sites for regeneration and economic development purposes: which also deliver some net income e.g. the Property Investment Portfolio (PIP). The original PIP assets were received from the

commission for New Towns in order to deliver income that would offset the ongoing revenue liabilities transferred to the Council as Telford Development Corporation was wound-up. The PIP is estimated to generate £10.3m income in 2025/26. The Council has established a Growth fund to strengthen and grow the PIP which is being used to invest directly into land and property enabling local businesses to expand and attracting new investors which boosts jobs and the economy, as well as delivering additional direct income and a share of additional retained business rates (between system resets). The Council has also invested in a solar farm which will deliver a profit of £0.7m in 2025/26 as well as having broader environmental benefits through supporting the generation of renewable energy.

Table 3: Property held for Service & Investment purposes in £ millions

Property	Investment	31.3.2025 Actual	31.3.2026 Forecast	31.3.2027 Forecast
		Value in accounts	Value in accounts	Value in accounts
PIP	102.601	197.747	228.043	254.385
Solar Farm – land and equipment	3.787	8.000	8.000	8.000
TOTAL	**106.388**	**205.747**	**236.043**	**262.385**

6.2 In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.

A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2025/26 financial year end accounts preparation and audit process value these properties below their purchase cost, then the position will be reviewed.

6.3 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding property investments on a case-by-case basis. The Director Prosperity & Investment has delegated authority to manage the PIP and make decisions in relation to PIP investments and disposals and undertakes an assessment of risk as part of this process.

6.4 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice and can take a considerable period to sell at an acceptable price in certain market conditions. To ensure that the invested funds can be accessed when they are needed, for example to repay capital borrowed, the Authority has a process in place to plan for, manage and monitor capital receipts.

Temporary borrowing may be undertaken where receipts are delayed. Updates are taken to Cabinet as part of the regular Financial Monitoring Reports.

7.0 PROPORTIONALITY

7.1 Income from investment activity is used to support the revenue budget. Table 4 below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Authority is dependent on achieving the expected net profit from investments over the medium term. Should it fail to achieve the expected net profit, the Authority's contingency plans for continuing to provide these services are that the revenue budget includes a contingency; the delivery of further savings; the use of balances (in the short-term); review of investment activities and action plan to recover position/identify alternative options.

Table 4: Proportionality of Investments

	2024/25 Actual	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Investment Income as a proportion of Gross service expenditure	2.2%	2.3%	2.4%	2.4%
Investment Income as a proportion of Net service expenditure	5.6%	5.8%	6.6%	6.0%

8.0 OTHER INVESTMENTS: HCA LAND DEAL, TOWNS FUND, LEVELLING UP FUNDS

HCA Land Deal

8.1 The Council entered a unique 10-year Land Deal with Homes England (HE) (formerly known as Homes & Communities Agency) which took effect from April 2015. This is set to see land receipts from the sale of agreed HE land assets in Telford recycled back into the local area, supporting the delivery of new homes, jobs and commercial floor space over the life of the Deal.

8.2 The unique model allows the disposal of public land (former new town assets set aside for development) through upfront investment into site preparation and marketing of sites. Underpinned by the Council's business support offer of Invest

Telford and through its Growth Fund, it has delivered an acceleration in commercial and residential sites sold and raised land values.

8.3 During the past nine years, the Deal has cumulatively delivered the sale of a total of 35 commercial sites and 25 sites for residential development, achieving a gross sales income of £60.3m. The sites have enabled the delivery of Employment Floor Space of 208,038sqm (2,250,066sqft), 1,583 new homes and supported commercial premises delivering 2,493 new jobs, many in engineering and manufacturing adding skilled job opportunities for the Borough's communities. The financial successes of the Land Deal has meant that a cumulative profit of £18.5m has been achieved by the Land Deal partners up to 31 March 2025. The Council's proportion of this cumulative profit share is £15.7m, (£13.7m after £2m agreed set aside for constrained/liability sites).

8.4 In March 2024 the Marches LEP, who have been an integral part of the Land Deal Board, ceased trading and transferred all its functions to a Joint committee made up of Shropshire Council, Telford and Wrekin Council and Herefordshire Council, in line with the UK Governments plans for devolution. The three partners have agreed that Land Deal Profit Share monies held by the LEP will be returned to the Council. Outputs will continue to be monitored by the Joint Committee with the functions of the Land Deal Board being delegated to the Council and Homes England.

8.5 The Investment and Disposal plan is continually reviewed with agreement of the Land Deal Board.

8.6 Capital allocations totalling £1.1m are included in the Medium-Term Financial Strategy. This includes investment of profit share; spend to bring sites to disposal and spend on the liability sites.

Local Regeneration Fund

8.7 In 2019, the government formed the Towns Fund, a £3.6 billion programme to regenerate towns across the country. Telford was successful in being awarded £22.3m grant funding to regenerate Telford Town Centre (Station Quarter), Wellington Conservation Area and Oakengates Theatre Quarter.

8.8 This investment, together with match funding from the Council will deliver a transformational programme over the next 3 years. A Town Deal Board has been established which includes representatives from the public, private and community and voluntary sectors. The Board is responsible for overseeing the delivery of the Towns Fund Programme.

8.9 The Council were also successful in securing £20m Government Levelling Up Funding and £9.8m Capital Regeneration Projects funding during 2023. This funding, together with council investment, will deliver two major projects:

(i) Remodelling of Telford Theatre and the Creation of a new educational facility in Telford Station Quarter; and

(ii) remodelling of Wellington Town Centre, including the acquisition and restoration of Wellington indoor Market, acquisition and refurbishment of the Orbit and public realm/highways improvements.

8.10 The Medium-Term Financial Strategy includes capital allocations of £56.7m related to the Local Regeneration Fund, phased across 2025/26 to 2029/30, which includes Towns Funds grant, Levelling Up grant, Capital Regeneration grant and council investment.

8.11 Further information about the Telford Towns Fund, Levelling Up Fund and Capital Regeneration Fund can be found at the following web page:

Telford Towns Fund Web Page	Telford Towns Fund

Pride in Place Programme

8.12 In 2025, the government announced its Pride in Place programme. The programme will see up to £5 billion nationally provided to fund and support long-term improvements in disadvantaged neighbourhoods, empowering local residents and community groups to lead long-term regeneration over the next 10 years. The Council was successful in being award £20m grant funding. The grant, along with match funding provided by the Council, will be used to shape local priorities and to improve high streets and local infrastructure to areas in south Telford.

8.13 The Medium-Term Financial Strategy includes capital allocations of £22.6m related to the Pride in Place programme.

Other Capital Investments

8.14 Other capital investments are detailed in the Capital Strategy and Capital Programme Reports within the overall suite of Medium-Term Financial Strategy Reports.

9.0 CAPACITY, SKILLS & CULTURE

9.1 **Elected members and statutory officers:** reports taken to Cabinet/Council include sections on the financial and legal implications and risks. Cabinet Members are regularly briefed by Directors. An invest to save proposal is completed for each Growth Fund investment which is approved by the Director: Prosperity & Investment after consultation with the Chief Financial Officer and the Lead Cabinet Member. There is a Member Housing Investment Board which receives regular, detailed updates in relation to Nuplace. The Business & Finance Scrutiny Committee have opportunity to scrutinise the budget proposals included within the Medium-Term Financial Strategy as part of the budget engagement process. They will present recommendations of the Committee to the Cabinet meeting on 12 February 2026. Full Council will consider the recommendations of the Scrutiny Committee at Full Council on 26 February 2026 when final decisions on the budget will be made. The Scrutiny Committee also received a detailed review of Nuplace, the Telford Land Deal and the Growth Fund Officers negotiating commercial investments work closely with Finance colleagues to ensure the core principles of the prudential framework and regulatory regime are complied with.

9.2 **Corporate governance:** where not already detailed, separate reports will be taken to Cabinet/Council in relation to new major investment decisions.

10.0 INVESTMENT INDICATORS

10.1 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its key investment decisions

10.2 This indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third-party loans.

Table 5: Total investment exposure in £millions

Total investment exposure	31.03.2025 Actual	31.03.2026 Forecast	31.03.2027 Forecast
Treasury management investments	22.062	15.000	15.000
Service investments: Loans	62.342	67.641	95.781
Service investments: Shares	27.300	28.986	41.047
Property investments	204.868	220.410	243.390

Total investment exposure	31.03.2025 Actual	31.03.2026 Forecast	31.03.2027 Forecast
Total Investments	**316.572**	**332.037**	**395.218**
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
Total Exposure	**316.572**	**332.037**	**395.218**

10.3 How investments are funded: Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is less straight forward. However, the following investments could be described as being funded by borrowing.

Table 6: Investments funded by borrowing in £millions

Investments funded by borrowing	31.03.2025 Actual	31.03.2026 Forecast	31.03.2027 Forecast
Treasury management investments	22.062	15.000	15.000
Nuplace	89.557	96.545	136.749
Property	74.168	87.210	108.993
Other Loans	0.085	0.082	0.079
Total funded by Borrowing	**185.871**	**198.837**	**260.821**

10.4 Rate of return received

Nuplace is funded through a combination of debt and equity and the council receives a return on both. Net income from Nuplace, including loan interest, was £2.0m in 2024/25 and is projected to be around similar levels in 2025/26. The long-term return on the equity investment is forecast to be around 6%.

The Return on Investment relating to the PIP Growth Fund is circa 2.0%, after the cost of borrowing and is projected to continue at this level.

10.5 Other Investment Indicators

Table 7: Other investment indicators

Indicator	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Financing Costs (Interest) to Net Revenue Stream	7.1%	7.6%	8.1%

Note: the Council does not have any Commercial Investments held primarily for yield.

11.0 CHIEF FINANCIAL OFFICER COMMENT

11.1 The strategy sets out the Council's non-treasury investments, outlining the contribution they make towards service delivery objectives, risk management arrangements and liquidity.

11.2 The strategy also includes a number of indicators which provide context and proportionality. These indicators will be reviewed and updated annually in order to ensure that they remain appropriate for the Council in the prevailing financial climate. Currently, I am satisfied that the proposed strategy, together with the Council's plans for asset disposals reflected in the planned capital receipts assumed within the capital programme, and the proposed capital expenditure programme combined with existing investments is affordable and sustainable.

11.3 No investments are made purely for financial return and no investments are made outside of the Borough. This ensures that it is local people that benefit from, for example, the improved availability of high-quality homes for rent in the local private and affordable housing markets and from the jobs provided by the employers occupying Council owned industrial and commercial units. As well as the direct service benefits and incidental financial returns these projects are likely to result in the value of assets owned by the Council (and therefore its residents) increasing over the medium to longer-term as well as additional rental, council tax, business rates and new homes bonus payments. If the Council chose to sell some assets at some point in the future associated debt could be repaid/proceeds could be used to fund future capital investment.

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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

2025/26 Treasury Management Update Report and 2026/27 Treasury Management Strategy

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton - Head of Corporate & Capital Finance
Officer Contact Details:	**Tel:** 01952 383750 **Email:** edward.rushton@telford.gov.uk
Wards Affected:	All wards
Key Decision:	Not Key Decision
Forward Plan:	11 September 2025
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Audit Committee – 28 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for decision/noting:

That Full Council:

1.1 Note the treasury management activities to 31 December 2025 (Appendix A),

1.2 Approves the Treasury Strategy 2026/27 (Appendix B), including the Annual Investment Strategy, together with the Minimum Revenue Provision Statement (Appendix B para 5.0), which will apply from 2025/26 onwards and Treasury Management Prudential Indicators (Appendix Bii), and

1.3 Note the Treasury Management Policy Statement (Appendix B para 6.0).

2.0 Purpose of Report

2.1 During the financial year the minimum reporting requirements, as required by regulations issued under the Local Government Act 2003, are that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year,
- a mid-year, (minimum), treasury update report and
- an annual review following the end of the year describing the activity compared to the strategy.

This report updates members on Treasury Management activities during 2025/26 (mid-year treasury update report) and details the Treasury Management Strategy recommended to be adopted for 2026/27 (annual treasury strategy). The report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

3.0 Background

3.1 The strategy in 2025/26 and recent years has been to limit investments in third parties, which reduces the Council's exposure to counterparty risk, and where possible and appropriate to take advantage of lowest interest rates for borrowing. Maintaining high levels of very cheap temporary financing has generated surplus treasury management returns of more than £30m since 2015/16 which has reduced the impact of Government cuts to the Council's grants and therefore helped to protect front line services.

The Council's Medium Term Financial Strategy for 2025/26 and the Cabinet's proposals issued for consultation in January 2026 for 2026/27 to 2029/30 include an allowance for interest rates based on advice from the Council's independent treasury management advisors which ensures that the Council's budget in relation to Treasury Management is as robust as possible. The Council will continue to receive regular advice from independent expert advisors specialising in all aspects of local government treasury management and we will act in accordance with the advice received.

The report also sets out expected external financing requirements. We have an excellent track record of complying with all the treasury management and prudential indicators and limits agreed by Council and are operating well within the overall approved credit ceiling.

The proportion of the Council's net revenue budget used to service loan repayment at the time of the MTFS Strategy 2025/26 was 7.85% for the current financial year. This reflects a reduction of 0.17% on prior year. At the 31 December 2025 the projected figure for 2025/26 8.34% which reflects the current treasury management budget pressure included in the latest 2025/26 Financial Monitoring Report.

The Council has increased its external financing requirements in recent years to include investment in 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 in to use. The council has also expanded the Property Investment Portfolio (the PIP) to attract and retain jobs for local people and to provide other regeneration benefits for our residents. An ancillary consequence of 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 support front line services such as Adult Social Care, as well as protecting and creating jobs for local people. The Council's solar farm generates an index linked surplus after covering all associated costs including debt charges each year which is also used to help support front line services. The net surplus in the current year is expected to be around £0.75m.

This report, and the Prudential Indicators report which will be considered by Cabinet on 12 February 2026 and Full Council on 26 February 2026, sets out our overall approach to treasury management and the controls that are put in place to ensure that council taxpayers' interests are protected, and risks are managed as effectively as possible.

4.0 Summary of main proposals

4.1 Treasury Management Update 2025/26

The full report is included an Appendix A.

Treasury Management Portfolio at 31 December 2025

	31.03.25 Actual £m	31.12.25 Actual £m	Movement Actual £m	31.03.26 Estimate £m
Capital Expenditure	87.194	78.880	-	124.317
Loans Capital Financing Requirement	577.123	636.985	59.862	636.985
Borrowing (excl. PFI)	434.903	460.442	25.539	491.115
Investments (excl. NuPlace)	22.062	24.905	2.843	15.000
Net indebtedness	**412.841**	**435.537**	**22.696**	**476.115**

The strategy for 2025/26 remained consistent with that outlined in the 2025/26 Treasury Management Strategy which was agreed for approval at Full Council on 27 February 2025 and by this committee on 29 January 2025. The Strategy is also a continuation of that used in recent years which has provided considerable benefits to the Council, i.e. to -

- take new borrowing within shorter maturities before gradually lengthening maturities, and
- take advantage of longer-term loans when opportunities arise.

Latest financial monitoring projections indicate a pressure of £0.24m from treasury management activity during 2025/26.

Economic Data (provided by MUFG)

The first half of 2025/26 saw:

- A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth, but picked up to 0.1% m/m in August before falling back by 0.1% m/m in September,
- The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.6% in September,
- CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.5%,
- The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August (and subsequently to 3.75% in December), and
- The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70% (before falling back to 4.43% in early November).

Borrowing

DEBT PORTFOLIO	31.12.25 Principal £m	Average Interest Rate %
PWLB	279.3	3.37
LOBO and Fixed Rate Loans	30.0	4.15
Municipal Investment	0.1	2.10
Temporary Loans (Local to Local)	151.0	4.62
Total debt	**460.4**	**3.80**

To date in 2025/26 £17.6m of our PWLB loans have matured and a further £22.9m are due to mature before the end of the financial year. Five new PWLB loans totalling £45.0m have been raised in the year to date (see Appendix A para. 3.1). Alongside this, short term borrowing has been used to fund short term cash flow requirements.

As referred to in para. 3.1 above, a large part of the Council's total existing borrowing and planned further borrowings relates to funding projects which will deliver important and significant housing and regeneration benefits as well as generating some income. These are budgeted to generate returns in excess of the annual loan repayment charges and other operating costs.

The lender of one Lenders Option Borrowers Option (LOBO) loan has exercised their rights under the terms of the loan and the loan, £5m, has been repaid.

Investments

INVESTMENT PORTFOLIO	31.12.25 Actual £m	Average Interest Rate %	Weighted Credit Score
Treasury investments	24.905	4.11%	1.79

The overall investment strategy for 2025/26 is to gain maximum benefit but with security of the principal sum invested being the primary consideration. Overall, the weighted average return on all internal investments for the year to date is 4.11% with the paramount aim being to maintain security of principal investments have generally been placed with the Government's Debt Management Office. This return compares to a benchmark return for the period of 4.12% based on the average overnight rate with the Debt Management Office (DMO) or 4.17% had the Council pursued a riskier strategy and invested short term within the Local Authority to Local Authority temporary lending market.

A schedule of short-term investments as at 31 December 2025 is shown at Appendix A, Section 4.0.

The Markets in Financial Instruments Directive II (MIFID II) came into place on 3 January 2018 and the Council has opted to be categorised as a professional client which allows access to financial services and advice it may otherwise be unable to obtain (such as advice from our treasury advisors). As part of the regulations, the authority must hold a minimum investment balance which is currently set at £10m.

Treasury Management Advisor

The Authority uses MUFG Corporate Markets (MUFG) as its external treasury management advisors. MUFG currently provide treasury management advisory services to over 400 public sector clients in the UK and are experienced and well-resourced to support our treasury function.

4.2 2026/27 Treasury Management Strategy

The full report is included an Appendix B.

The Council's Treasury Management Strategy is set within the parameters of the relevant statute, guidance and accounting standards which include the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice for Treasury Management in Public Services (2021) and the Prudential Code (2021). The Council has to have regard to these codes of practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

4.2.1 2026/27 Borrowing Strategy

The Council is currently expected to need to borrow an additional £74.6m in 2026/27 based on the current capital programme plans and will adopt a flexible approach to

borrowing. Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.

With the forecast for interest rates expected to continue falling through the forecast horizon, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow through the use of short-term loans of up to 1 year. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. Whilst such a strategy is most likely to be beneficial over the next year given to current downward trajectory in the interest rate forecast, over the medium-term we will make gradual moves into longer term borrowing as and when attractive opportunities arise. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years.

External advisors will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2026/27 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

In consultation with its treasury management advisors consideration will be given to affordability, maturity profile of existing external financing, interest rate and refinancing risk as well as borrowing source, which is usually expected to be either Local Authorities or the Public Works Loan Board, but may also include Municipal Investment Loans, the LGA Municipal Bonds Agency, European Investment Bank or commercial sources, and any new opportunities which may arise, in accordance with the approved sources of borrowing.

This Strategy for 2026/27 is a continuation of the current Strategy approved by Full Council 27 February 2025.

4.2.2 2026/27 Treasury Investment Strategy

The strategy for any investments will generally be to minimise investments in order to reduce counter-party risk and to reduce net interest costs as longer-term borrowing rates will tend to be greater than we are able to earn on new investments, but we will look to lengthen investment periods, where cash flow permits, to achieve higher interest rates within acceptable risk parameters.

For its cash flow generated balances, the Authority will seek to utilise its business reserve instant access and notice accounts, Money Market Funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

We would generally anticipate holding investments equal to the requirements set out under MIFID II, currently £10m. Maximum investment levels with counterparties will be set to ensure prudent diversification is achieved whilst recognising that the strict investment criteria that the Council applies severely reduces the number of suitable available counterparties and therefore sums with individual counterparties may be up to £15m at any one time.

4.2.3 2026/27 MRP Statement

The Council will calculate MRP by the following methods –

Historic MRP (re pre 2007/08 borrowing). This will be calculated by dividing the balance at 31/3/07 (calculated in accordance with regulations) by 50 for an annual charge that charges over a finite period rather than a 4% reducing balance. This methodology is broadly in line with Option 3.

MRP in respect of prudential borrowing (subject to the 5.1.2 and 5.1.3 below), government supported allocations since 2007/08 and PFI will be charged over the life of the asset on an annuity basis - Option 3 in the regulations.

Regulation 27(3) allows a local authority to charge MRP in the financial year following the one in which capital expenditure financed by debt was incurred. Therefore, capital expenditure financed by borrowing in 2024/25 will not be subject to an MRP charge until 2025/26, or in the financial year following the one which the asset first becomes available for use.

The Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

Capital loans

Regulation 27(4) allows a local authority to exclude capital loans that are financed by debt from the requirement to make MRP, provided the loan is not a commercial loan.

The Authority has issued capital loans that are categorised non-commercial loans and has chosen to not apply MRP in accordance with the statutory guidance.

Share Capital

Where an Authority incurs expenditure that is capitalised on or after April 2008, which is financed by borrowing for the acquisition of share capital, Regulation 25(1)(d) Acquisition of share capital sets out the maximum period for an authority to provide MRP of 20 years.

The Authority has incurred expenditure that has been capitalised which is financed from borrowing for the acquisition of share capital. This expenditure relates solely to share capital in NuPlace Ltd, the Council's wholly owned subsidiary. MRP relating to such expenditure has been calculated in accordance with the statutory guidance, in line with Option 3 however the asset life has been included as 20 years.

4.2.4 Treasury Management Prudential Indicators

Capital Expenditure and Financing:

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle.

Members are asked to approve the capital expenditure forecasts: -

Capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Total	87.173	124.317	116.316	101.594	51.158

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital receipts	2.178	6.877	3.571	1.340	6.000
Capital grants	30.462	49.777	36.457	40.680	22.776
Revenue	0.258	0.841	0.250	0.000	0.000
External	10.020	3.548	1.426	0.000	0.000
Net financing need for the year	44.255	63.274	74.612	59.574	22.382
Total Financing	**87.173**	**124.317**	**116.316**	**101.594**	**51.158**

The Authority's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). See Table 2 – Capital Financing Requirement (CFR) in Section 1.7 above.

Members are asked to approve the CFR projections below:

Capital Financing Requirement (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Total CFR	618.293	676.078	746.733	798.211	811.474
Movement in CFR		57.785	70.655	51.478	13.263

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The CFR Table above shows that the Authority expects to fully comply with this recommendation.

Limits to Borrowing Activity:

The Operational Boundary - this is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Members are asked to approve the following Operational Boundary Limits:

Operational Boundary (£m)	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	645.0	760.0	820.0	840.0
Other long-term liabilities	50.0	45.0	35.0	35.0
Total	**695.0**	**805.0**	**855.0**	**875.0**

The Authorised Limit for external debt - this is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal

limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

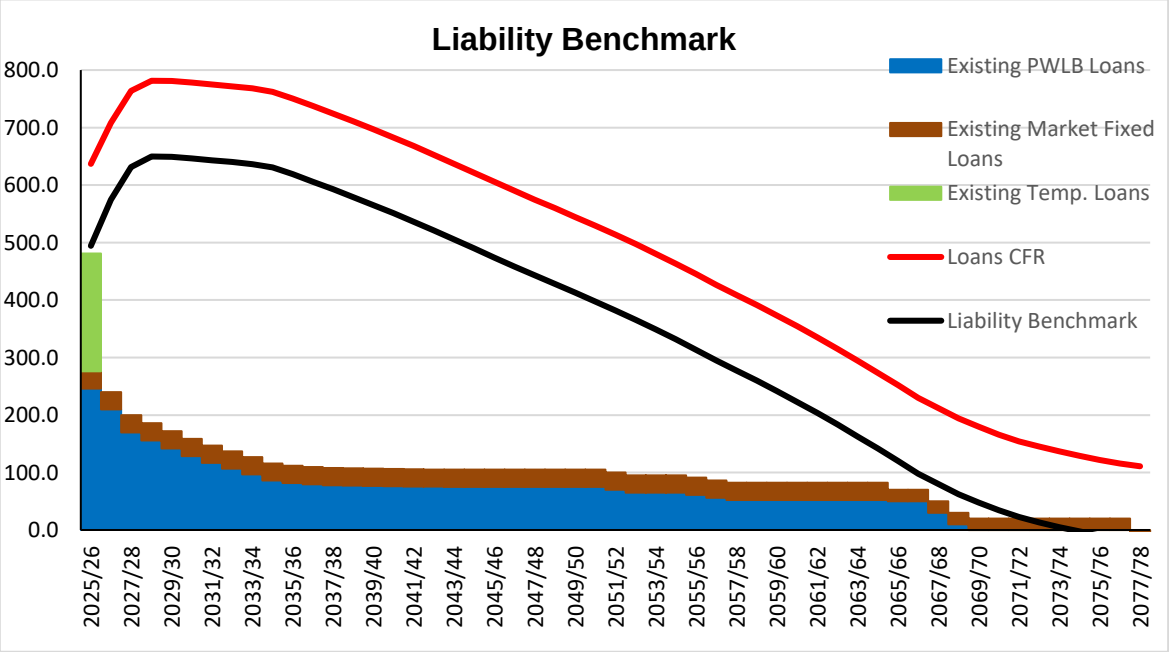
The Authority is asked to approve the following Authorised Limit:

Authorised Limit (£m)	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	665.0	780.0	840.0	860.0
Other long-term liabilities	54.0	50.0	40.0	40.0
Total	**719.0**	**830.0**	**880.0**	**900.0**

Liability benchmark:

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as the Capital Financing Requirement (CFR), but that cash and investment balances are kept to a minimum level of £15m at each year-end to maintain sufficient liquidity but minimise credit risk.

Liability Benchmark (£m)	31.3.25 Actual	31.3.26 Estimate	31.3.27 Forecast	31.3.28 Forecast	31.3.29 Forecast
CFR	618.293	676.078	746.733	798.211	811.474
Less: PFI & leases	41.170	39.093	38.638	34.668	30.065
Loans CFR	**577.123**	**636.985**	**708.095**	**763.543**	**781.409**
Less: Balance Sheet Resources	150.901	157.724	148.690	146.983	146.736
Net Loans Requirement	**426.222**	**479.261**	**559.405**	**616.560**	**634.673**
Plus: Liquidity Allowance	22.062	15.000	15.000	15.000	15.000
Liability Benchmark	**448.284**	**494.261**	**574.405**	**631.560**	**649.673**



Maturity Structure of Fixed Rate borrowing:

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

Maturity structure of fixed rate borrowing	Lower Limit for 2026/27 %	Upper Limit for 2026/27 %	Existing level 31.12.25 %
under 12 months	0	70	18.5
12 months and within 24 months	0	30	27.2
24 months and within 5 years	0	50	16.9
5 years and within 10 years	0	75	12.1
10 years and above	0	100	25.3

Security of Investments:

The Council considers security, liquidity and yield, in that order, when making investment decisions.

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments would be assigned a score based on their perceived risk.

Credit Risk Indicator	Target	Current (31.12.25)
Portfolio average credit score	6 or lower, (which is equivalent to a credit rating of 'A' or higher)	1.79

Principal sums invested for periods longer than a year:

The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Limit on principal sums invested for periods longer than a year	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
Limit on total investments	95	95	95

The full Treasury Management Strategy 2026/27 is contained at Appendix B.

5.0 Alternative Options

5.1 The Council must ensure that it manages its finance in accordance with Legislation and the CIPFA code of practice. The recommendations in this report support that aim and are based on consideration of a range of factors.

6.0 Key Risks

6.1 The key opportunities and risks associated with treasury management activities are set out in the body of the report and in the Treasury Management Strategy and Policy approved by Council and will be regularly monitored throughout the year.

7.0 Council Priorities

7.1 Effective management of the Council's Treasury portfolio helps support the Council's overall financial position through minimising borrowing costs and optimising investment income whilst following the principles of Security, Liquidity and Yield; and therefore supports the delivery of all Council priorities.

8.0 Financial Implications

8.1 These are detailed in the body of the report and the appendices.

9.0 Legal and HR Implications

9.1 The Council's Treasury Strategy has to comply with the relevant statute, codes and guidance which are set out both in the main body of this report and its appendices. This report demonstrates that the Council has had regard to the CIPFA guidance as required by the Local Government Act 2003.

9.2 The Director: Finance, People & IDT (Section 151 Officer) has responsibility for the administration of the financial affairs of the Council. In providing this report the Director: Finance, People & IDT is meeting one of the responsibilities of the post contained within the Council's Constitution at Part 2, Article 12, paragraph 12.04(f) which states "The Chief Financial Officer will contribute to the promotion and maintenance of high standards of governance, audit, probity and propriety, risk management and the approval of the statement of accounts through provision of support to the Audit Committee." This requirement within the Constitution reflects the requirements of the Local Government Finance act 1988 to appoint an officer who is responsible for the good financial administration of an authority.

9.3 The Local Government Finance Act 1992 requires authorities to set a balanced budget; the proposals in this report, together with other budget-related reports, demonstrates that the Council meets this requirement.

10.0 Ward Implications

10.1 There are no impacts on specific wards in this report.

11.0 Health, Social and Economic Implications

11.1 The Economic Climate has direct relevance to Treasury Management and is covered in detail in the report and accompanying appendices.

12.0 Equality and Diversity Implications

12.1 The Council will not knowingly directly invest in organisations whose activities include practices which directly pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the mission and values of the Council. At the same time the Council will take full responsibility for proper management of risk and safeguarding its investments by ensuring that they are diversified and made with organisations that are suitably credit assessed.

13.0 Climate Change and Environmental Implications

13.1 Part of the Councils Treasury portfolio includes a Municipal Investment Loan on the Abundance Platform: the Telford & Wrekin Climate Action Investment which supports the Councils climate change agenda.

14.0 Background Papers

1 CIPFA Treasury Management in the Public Services – Code of Practice and cross-sectional guidance notes (2021 edition)
2 CIPFA The Prudential Code for Capital Finance in Local Authorities (2021 edition)
3 Local Government Act 2003
4 Treasury Management Strategy Statement (TMSS) Template provided by MUFG Corporate Markets

15.0 Appendices

A 2024/25 Treasury Management update Report
B 2025/26 Treasury Management Strategy

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	07/01/2026	07/01/2026	ER
Legal	08/01/2026	09/01/2026	RP
Director	08/01/2026	09/01/2026	MLB

Treasury Update Report 2025/26

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A glossary and list of abbreviations used in this report can be found at page 13

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Treasury Management Update Report 2025/26

Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce a Treasury Update Report to review activities and actual prudential and treasury indicators for 2025/26. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2025/26 the minimum reporting requirements were that the Full Council should receive the following reports:

- an annual treasury strategy in advance of the year,
- a mid-year, (minimum), treasury update report (this report) and
- an annual review following the end of the year describing the activity compared to the strategy.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Audit Committee before they were reported to the Full Council. Member training on treasury management issues was undertaken in January 2026 in order to support members' scrutiny role.

Executive Summary

During 2025/26, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and treasury indicators	31.03.2025 Actual £m	2025/26 Original £m	2025/26 Revised Estimate £m	31.12.25 Actual £m
Capital expenditure				
• Total	87.194	151.563	124.317	78.88
Capital Financing Requirement:				
• Total	618.293	670.577	676.078	676.078
• Less Other Long-Term Liabilities	(41.170)	(38.457)	(39.093)	(39.093)
• Loans CFR	577.123	632.120	636.985	636.985
Gross borrowing				
• External Debt	434.903	502.877	491.115	460.442
Investments				
• Under 1 year	22.062	15.000	15.000	24.905
Net borrowing				
• Total	412.841	487.877	476.115	435.537

Other prudential and treasury indicators are to be found in the main body of this report.

Borrowing can only be undertaken to fund capital investment and not to support the revenue budget which supports the delivery of most Council services. The Director of Finance, People & IDT confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

2025/26 TREASURY MANAGEMENT UPDATE

1.0 Treasury Position as at 31 December 2025

The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established which includes member reporting as detailed in the summary.

At the 31 December 2025, the Councils treasury position (excluding borrowing by PFI and finance leases) was as follows:

TREASURY PORTFOLIO	31.03.25 Principal £m	31.12.25 Principal £m	Movement in Principal £m
Fixed rate debt (+1yr)	286.871	309.430	22.559
Temporary debt (-1yr)	148.032	151.012	2.980
Total debt	**434.903**	**460.442**	**25.539**
Less Total investments	**22.062**	**24.905**	**2,843**
Net debt (exc. Nuplace)	**412.841**	**435.537**	**22.696**
Less Investment in NuPlace	**27.300**	**28.867**	**1.567**
Net debt (inc. Nuplace)	**385.541**	**406.670**	**22.695**

The maturity structure of the debt portfolio was as follows:

MATURITY STRUCTURE – DEBT (assumes 31st March)	31.03.25 Actual		2025/26 original limits %		31.12.25 Actual	
	£m	%	Lower	Upper	£m	%
Under 12 months	187.257	43.1	0.0	70.0	85.305	18.5
12 months and within 24 months	34.062	7.8	0.0	30.0	125.405	27.2
24 months and within 5 years	36.787	8.5	0.0	50.0	77.960	16.9
5 years and within 10 years	55.725	12.8	0.0	75.0	55.891	12.1
10 years and above*	121.072	27.8	25.0	100.0	115.881	25.3

** this includes £15m Lenders Option Borrowers Options (LOBO) loans (£20m at 31.03.2025 as a £5m loan was called in June 2025) that are potentially callable at certain points before the maturity date.*

The maturity structure of the investment portfolio was as follows:

MATURITY STRUCTURE – INVESTMENTS (exc. NuPlace Ltd)	31.03.25 Actual £m	31.12.25 Actual £m
Investments		
Longer than 1 year	0.0	0.0
Up to 1 year	22.062	24.905
Total	**22.062**	**24.905**

2.0 Interest Rates and Economic Data (to 23 December 2025)

The first half of 2026/26 saw:

- A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth, but picked up to 0.1% m/m in August before falling back by 0.1% m/m in September,
- The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.6% in September,
- CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.5%,
- The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August (and subsequently to 3.75% in December), and
- The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70% (before falling back to 4.43% in early November).

3.0 Borrowing

At the 31 December the Council's treasury (excluding borrowing by PFI and finance leases) position was as follows:

DEBT PORTFOLIO	31.12.25 Principal £m	Average Interest Rate %
Fixed rate funding:		
- PWLB	279.286	3.37
- Market Loans & LOBOS	30.000	4.15
- Municipal Investment	0.144	2.10
Variable rate funding:		
- Temporary	151.012	4.62
Total debt	**460.442**	**3.80**

The borrowing strategy for the current year has been to borrow temporarily where possible as we are in a reducing interest environment before gradually extending maturities.

3.1 New Borrowing

To date in 2025/26 £17.6m of our PWLB Loans have matured, included £5m of Maturity only loans. A further £22.9m of PWLB Loans, including £20.0m of Maturity only loans, are due to mature before the end of the financial year.

Three additional PWLB loans, totalling £15.0m, have been taken since 1 June 2025 (previous Member update), bringing the number of new loans raised during the year to five, totalling £45.0m

Lender	Date Raised	Principal £m	Type	Interest Rate %	Duration
PWLB	07/04/2025	10.0	Fixed interest rate – Maturity	4.51	2.5 years
PWLB	07/04/2025	10.0	Fixed interest rate - EIP	4.51%	5 years
PWLB	15/10/2025	10.0	Fixed interest rate – Maturity	4.57%	2 years
PWLB	22/10/2025	5.0	Fixed interest rate – Maturity	4.45%	2 years
PWLB	03/12/2025	10.0	Fixed interest rate – Maturity	4.47%	2 years

Between the period 1 June 2025 and 31 December 2025, £146.0m of temporary loans have been raised, renewed or replaced in order to fund short-term cash flow requirements. Interest rates have ranged from 4.08% and 4.55%. Outstanding temporary borrowing at 31 December 2025 was £151.0m.

3.2 Rescheduling and Repayments

During 2025/26 no rescheduling of debt has taken place as market conditions have not been favourable, however the scope for opportunities is regularly monitored.

In June 2025 Dexia exercised their option under the conditions of the Lender Option Borrower Option (LOBO) Loan. The Council had the option to repay the loan (£5m principle) or accept the interest rate increase proposed by the lender from 3.99% to 6.56%. Following consultation with MUFG Treasury Services, the Councils external Treasury Management Advisory, the LOBO was repaid.

4.0 Treasury Management Investments

At the 31 December the Council's treasury position was as follows:

INVESTMENT PORTFOLIO	31.12.25 Actual £m	31.12.25 Actual %	Credit Rating	Weighted Credit Score
Treasury investments				
Banks	4.925	19.8	A+	0.99
DMADF (H.M. Treasury)	15.000	60.2	AAA	0.60
Money Market Funds	4.980	20.0	AAA	0.20
Total Treasury Investments	**24.905**	**100.0**		**1.79**

The Authority's objective when investing money for Treasury Management purposes is to strike an appropriate balance between risk and return. The strategy for the year is to gain maximum benefit at minimum risk whilst achieving as a minimum, the overnight deposit rate.

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Based on this the Treasury Management Prudential Indicator in relation to Credit Risk is a score of 6 or lower, which is equivalent to a weighted average credit rating of 'A' or higher across the investment portfolio. As at 31 December 2025 the weighted average credit rating for Investments held was 1.79 (which is within the indicator)**.** Further information regarding Credit Ratings is detailed in Appendix Ai.

The Council's treasury management investments are mainly internally managed and are currently held as temporary investments for cash flow purposes.

For the period to 31st December 2025 some £8.256bn worth of investments have been placed with H.M. Treasury's Debt Management Account Deposit Facility (DMADF) and Lloyds Bank, at an average of £30.130m per day. Interest rates have ranged from an average of 3.69% to 4.44%.

The Council holds investments of £4.98m in Money Market Funds which gives increased diversification of counter-party risk and slightly higher yield whilst retaining a high degree of liquidity. These investments are held in one diversified fund. The average interest rate to 31 December 2025 was 4.17%.

In line with the approved Treasury Management Prudential Indicator, the Council can place up to £15.0m with any Counterparty, with the exception of the DMADF which is Government backed and therefore considered to be very secure, so no limit is placed on investments. At 31 December 2025, the greatest exposure with a single counterparty was £15.0m (60.2% of the portfolio) with the DMADF.

The Council has operated within the Treasury Limits and Prudential Indicators set.

The Council is guided by its Treasury advisers in assessing investments.

4.1 Longer Term Treasury Management Investments

The Council currently holds no long-term Treasury Management Investments.

4.2 Overall Performance

Overall, the weighted average return on all internal treasury management investments for the year to date to 31 December 2025 was 4.11%.

5.0 Leasing

Each year the Council arranges operating and finance leases for assets such as vehicles, computers and equipment. This helps to spread the cost of the acquisition over a number of years.

To date, there have been 1 lease requests made for 2025/26 -

Draw Down Date	Purpose	Length / Type	Lessor	Value
October 2025	Gym equipment	5-year Finance Lease	Triple Point	£144,162

6.0 Projected Performance

The Chief Financial Officer and other Senior Finance Officers closely monitor the Treasury position, particularly with the uncertainty in timings of predicted continued interest rate cuts. Latest financial monitoring projections indicate a pressure of £0.24m from treasury management activities in year. Updates will be provided in future financial monitoring reports taken to Cabinet.

Credit Ratings – A Guide.

Long-term credit ratings and Sovereign Ratings

Fitch Rating' long-term credit ratings are set up along a scale from 'AAA' to 'D', first introduced in 1924 and later adopted and licensed by Standard & Poors (S&P). Moody's also uses a similar scale, but names the categories differently. Like S&P, Fitch also uses intermediate modifiers for each category between AA and CCC (i.e., AA+, AA, AA-, A+, A, A-, BBB+, BBB, BBB- etc.).

Investment grade

- **AAA** : the best quality, reliable and stable
- **AA** : good quality, a bit higher risk than AAA
- **A** : economic situation can affect finance
- **BBB** : medium class counterparties, which are satisfactory at the moment

Non-investment grade

- **BB** : more prone to changes in the economy
- **B** : financial situation varies noticeably
- **CCC** : currently vulnerable and dependent on favourable economic conditions to meet its commitments
- **CC** : highly vulnerable, very speculative bonds
- **C** : highly vulnerable, perhaps in bankruptcy or in arrears but still continuing to pay out on obligations
- **D** : has defaulted on obligations and Fitch believes that it will generally default on most or all obligations
- **NR** : not publicly rated

Short-term credit ratings

Fitch's short-term ratings indicate the potential level of default within a 12-month period.

- **F1+**: best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment
- **F1**: best quality grade, indicating strong capacity of obligor to meet its financial commitment
- **F2**: good quality grade with satisfactory capacity of obligor to meet its financial commitment
- **F3**: fair quality grade with adequate capacity of obligor to meet its financial commitment but near-term adverse conditions could impact the obligor's commitments
- **B**: of speculative nature and obligor has minimal capacity to meet its commitment and vulnerability to short term adverse changes in financial and economic conditions
- **C**: possibility of default is high, and the financial commitment of the obligor are dependent upon sustained, favourable business and economic conditions

- **D**: the obligor is in default as it has failed on its financial commitments.

Support Ratings (1 – 5)

The Purpose and Function of Support Ratings
Support Ratings are Fitch Ratings' assessment of a potential supporter's propensity to support a bank and of its ability to support it. Its propensity to support is a judgment made by Fitch Ratings. Its ability to support is set by the potential supporter's own Issuer Default Ratings, both in foreign currency and, where appropriate, in local currency. Support Ratings do not assess the intrinsic credit quality of a bank. Rather they communicate the agency's judgment on whether the bank would receive support should this become necessary. These ratings are exclusively the expression of Fitch Ratings' opinion even though the principles underlying them may have been discussed with the relevant supervisory authorities and/or owners.

Timeliness and Effectiveness Requirements
Fitch Ratings' Support Rating definitions are predicated on the assumption that any necessary "support" is provided on a timely basis. The definitions are also predicated on the assumption that any necessary support will be sufficiently sustained so that the bank being supported is able to continue meeting its financial commitments until the crisis is over.

Obligations and Financial Instruments Covered
In terms of these definitions, unless otherwise specified, "support" is deemed to be in terms of foreign currency. It is assumed that typically the following obligations will be supported: senior debt (secured and unsecured), including insured and uninsured deposits (retail, wholesale and interbank); obligations arising from derivatives transactions and from legally enforceable guarantees and indemnities, letters of credit, and acceptances; trade receivables and obligations arising from court judgments.

Likewise, the agency does not assume that the following capital instruments will be supported when sovereign support is involved: preference/preferred shares or stock; hybrid capital (tier 1 and upper tier 2), including reserve capital instruments (RCIs) and variations upon RCIs; and common/ordinary equity capital. It is also assumed that there will be no support for any moral obligation on securitizations. The sovereign support status of subordinated debt is difficult to categorize in advance; it is assessed on a case by case basis, distinguishing among different jurisdictions.

Definitions:

1: A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question. This probability of support indicates a minimum Long-Term Rating floor of 'A-'.

2: A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-Term Rating floor of 'BBB-'.

3: A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-Term Rating floor of 'BB-'.

4: A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-Term Rating floor of 'B'.

5: A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-Term Rating floor no higher than 'B-' and in many cases no floor at all.

GLOSSARY

Term	Meaning
Annuity	A method of repaying a loan where the cash payment remains constant over the life of the loan, but the proportion in interest reduces and the proportion of principal repayment increases over time.
Authorised Borrowing Limit	The maximum amount the authority can borrow at any point of time in the year. This limit should never be exceeded. The limit is set by Full Council at the beginning of March and is a prudential indicator.
Bail-in	A method of rescuing a failing financial institution by cancelling some of its deposits and bonds. Investors may suffer a haircut but may be given shares in the bank as part compensation. See also bail-out
Bail-out	A method of rescuing a failing financial institution by the injection of public money. This protects investors at the expense of the taxpayer.
Call account	A deposit account that can be called back, normally on instant access.
Capital Financing Requirement CFR)	This represents the underlying need for the authority to borrow and represents the assets of the authority less the long term capital liabilities.
Credit Default Swaps (CDS)	CDS are bought by investors to insure against defaults (i.e. the counterparty not being able to repay). The higher the cost/premium then the higher the risk – CDS therefore given a market view of the credit worthiness of an organisation.
Credit Ratings	Rating on the ability of an organisation to meet its obligations; ratings are assigned by independent, specialist companies, such as Fitch and Moody's using market intelligence they gather.
Credit Risk	The risk that the debtor will default on their obligations
Counterparty	The organisation that you are conducting your business with.
Debt Management Account Deposit Facility	Provided by the Debt Management Office, users can place cash in secure fixed-term deposits. Deposits are guaranteed by the government and therefore have the equivalent of a sovereign triple-A credit rating.
Derivative Instruments	A security whose price is dependent upon or derived from one or more underlying assets. The derivative itself is merely a contract between two or more parties. Its value is determined by fluctuations in the underlying asset. The most common underlying assets include stocks, bonds, commodities, currencies, interest rates and market indexes. Most derivatives are characterized by high leverage. For example, a stock option is a derivative because it derives its value from the value of a stock. An interest rate swap is a

	derivative because it derives its value from one or more interest rate indices.
Discounts	These relate to Public Works Loans Board loans. If rates have increased since the borrowing was undertaken then part of the benefit that PWLB will achieve from being able to loan out at that higher rate are passed back to an authority if they repay the loan early.
Fund Managers	Independent investment managers who work to a specific mandate and invest funds on behalf of the Council
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010.
Inflation	The rise in prices of goods and services over a period of time.
Interest Rate Risk	The risk that the value of an investment will change due to changes to the interest rate.
Internal Borrowing	This is where the amount of an authority's borrowing is less than its CFR or underlying need to borrow and represents the use of internal balances rather than borrowing from the market.
LIBID	London inter-bank bid rate. Interest rate at which prime banks will **borrow** money in the London inter-bank market.
LIBOR	London inter-bank offer rate. Interest rate at which prime banks will **lend** money in the London inter-bank market. Fixed every day by the British Bankers Association to five decimal places.
Liquidity Risk	The risk of not being able to trade an investment quickly to release cash.
LOBO	Lender's Option Borrower's Option – a long term loan where the lender has the option to propose an increase in the interest rate on pre-determined dates. The borrower then has the option to either accept the new rate or repay the loan without penalty. LOBOs increase the borrower's interest rate risk and the loan should therefore attract a lower rate of interest initially.
Minimum Revenue Provision (MRP)	This is the amount charged against the Income and Expenditure Account for the year in relation to the repayment of debt on borrowing in order to fund capital expenditure.
Money Market Fund (MMF)	Mutual funds that invest in short term debt instruments. They offer a higher level of security than banks and interest rates are generally higher.
Obligor	An individual or company that owes debt to another individual or company (the creditor), as a result of borrowing or issuing bonds.

Operational Borrowing Limit	The amount the authority would normally borrow at any point of time in the year. This boundary might be exceeded temporarily but only in exceptional circumstances. The limit is set by Full Council at the beginning of March and is a prudential indicator.
Premia	This is the penalty applied to the early redemption of PWLB loans where rates have fallen since the loan was undertaken.
Prudential Code	A professional code of practice which provides regulatory framework to local authorities on capital expenditure, investments and borrowing activities.
Prudential Indicators	A set of indicators developed within the Prudential Code which define thresholds for investment and borrowing within a local authority.
PWLB	Public Works Loans Board – a Government agency providing long and short term loans to local authorities. Interest rates are generally lower than the private sector and slightly higher than the rates at which the Government themselves may borrow.
Quantitative Easing	This is where the government buy back their own gilt issuance to effectively pump money into the financial markets of the economy.
Re-scheduling	This relates to repaying existing borrowing early and replacing it with borrowing for a different period usually, but not necessarily, at lower rates
Return	The gain from holding an investment over a given period
Security	An investment instrument, other than an insurance policy or fixed annuity, issued by a corporation, government or other organisation which offers evidence of debt or equity.
SONIA	Sterling Overnight Interbank Average – a key Bank of England interest rate benchmark; it is a measurement of the cost of borrowing and reflects the average of interest that banks pay to borrow sterling overnight from other financial institutions.
Sovereign Exposure	Risk of exposure to one particular country.
Supranational Bonds	These are bonds (similar to gilts) issued by multi government development organisations and are supported by all of the governments who form part of the organisation. E.g. European Investment Bank and are usually very secure.
Treasury Management Code (TM Code)	CIPFA's Code of Practice for Treasury Management in the Public Services and Cross-Sectoral Guidance Notes, to which local authorities are required by law to have regard.

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Treasury Management Strategy 2026/27

(including Minimum Revenue Provision Statement 2026/27 & Treasury Management Policy Statement 2026/27)

Telford & Wrekin Council

A glossary and list of abbreviations used in this report can be found at page 55

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Treasury Management Strategy 2026/27

Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management strategy for 2026/27. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2026/27 the minimum reporting requirements are that the Full Council should receive the following reports:

- an annual treasury strategy in advance of the year (this report),
- a mid-year, (minimum), treasury update report, and
- an annual review following the end of the year describing the activity compared to the strategy.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Audit Committee before they were reported to the Full Council. Member training on treasury management issues was undertaken in January 2026 in order to support members' scrutiny role.

1.0 BACKGROUND & CONTEXT

1.1 Background

The Authority is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Authority's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

1.2 Reporting Requirements

Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Authority's elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The Council's Capital Strategy is included as part of the suite of Medium-Term Financial Strategy (MTFS) reports which are approved by Full Council each year.

Treasury Management Reporting

The Authority is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers: -
    - the capital plans, (including prudential indicators)
    - a minimum revenue provision (MRP) policy, (how capital expenditure funded by borrowing is charged to revenue over time)
    - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
    - an Annual Investment Strategy, (the parameters on how investments are to be managed)

b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

c. **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny - the above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Audit Committee.

Other reports – The above reports will be supplemented by updates as part of the financial monitoring taken to Cabinet.

1.3 Treasury Management Strategy for 2026/27

The strategy for 2026/27 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy

Treasury management issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Authority
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, Department of Levelling Up, Housing and Communities (DLUHC) (now Ministry of Housing, Committees and Local Government (MHCLG)) Investment Guidance, DLUHC (now MHCLG) MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

2.0 THE CAPITAL PRUDENTIAL INDICATORS 2026/27 – 2028/29

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

Capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
General Fund Services	43.238	62.857	44.310	65.544	31.158
Housing Investment Programme (NuPlace)	22.040	25.718	17.590	16.616	13.000
Property Investment Portfolio	0.570	15.831	24.636	12.436	7.000
Local Regeneration Fund	21.325	19.911	29.780	7.000	0.000
Total	**87.173**	**124.317**	**116.316**	**101.594**	**51.158**

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital receipts	2.178	6.877	3.571	1.340	6.000
Capital grants	30.462	49.777	36.457	40.680	22.776
Revenue	0.258	0.841	0.250	0.000	0.000
External	10.020	3.548	1.426	0.000	0.000
Net financing need for the year	44.255	63.274	74.612	59.574	22.382
Total Financing	**87.173**	**124.317**	**116.316**	**101.594**	**51.158**

2.2 The Authority's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Authority is not required to separately borrow for these schemes. The Authority currently has £39.1m of such schemes within the CFR (31.03.2025).

The Committee is asked to approve the CFR projections below:

Capital Financing Requirement (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital Financing Requirement					
General Fund Service	460.005	478.740	508.366	533.284	526.547
Housing Investment Programme (NuPlace Ltd)	89.557	115.275	132.866	149.482	162.482
Property Investment Portfolio	64.931	78.263	101.701	111.645	118.645
Solar Farm	3.800	3.800	3.800	3.800	3.800

Capital Financing Requirement (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Total CFR	**618.293**	**676.078**	**746.733**	**798.211**	**811.474**
Movement in CFR		57.785	70.655	51.478	13.263

Note, the breakdown between Housing Investment Programme, Property Portfolio and Solar Farm are based on the original prudential borrowing requirement and are for illustration purposes. Figures are reported as at 31 March for each financial year.

2.3 Liability Benchmark

The Authority is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following two financial years, as a minimum although CIPFA strongly recommends that the Liability Benchmark is produced for at least 10 years and should ideally cover the full debt maturity profile.

There are four components to the Liability Benchmark: -

- Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
- Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
- Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
- Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

The full Liability Benchmark is included at Appendix Bii.

2.4 Capital and Treasury Management Prudential Indicators

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Treasury Management and Prudential Indicators. These indicators are used to measure and manage the Authority's measures exposure to treasury management risks including –

- Capital Expenditure & Financing
- Capital Financing Requirement (CFR)
- Limits to Borrowing Activity
- Liability Benchmark
- Security
- Liquidity
- Interest Rate Exposure

- Maturity Structure of Fixed Rate Borrowing
- Principle sums invested for periods longer than a year

Capital and Treasury Management Prudential Indicators are detailed in Appendix Bii.

3.0 ANNUAL BORROWING STRATEGY

The capital expenditure plans set out in Section 2 provide details of the service activity of the Authority. The treasury management function ensures that the Authority's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Authority's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

3.1 Current Portfolio Position

The overall treasury management portfolio as at 31 March 2025 and estimated position as at 31 March 2026 are shown below for both borrowing and investments.

Treasury Portfolio	31.3.25 Actual	31.3.25 Actual	31.03.26 Estimate	31.03.26 Estimate
Treasury investments	**£m**	**%**	**£m**	**%**
Banks	3.482	15.8	2.500	16.7
Money Market Funds	4.980	22.6	4.980	33.2
H.M. Treasury's Debt Management Account Deposit Facility (DMADF)	13.600	61.6	7.520	50.1
Total treasury investments	**22.062**	**100.0**	**15.000**	**100.0**
Treasury external borrowing				
Local Authorities	151.012	32.8	147.468	30.0
PWLB	279.285	60.6	313.537	63.8
Market Loans	15.000	3.3	15.000	3.1
LOBOs	15.000	3.3	15.000	3.1
Municipal Loans	0.145	0.0	0.110	0.0
Total external borrowing	**460.442**	**100.0**	**491.115**	**100.0**
Net treasury investments / (borrowing)	**438.380**		**476.115**	

The Authority's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

External Financing & Investments (£m)	31.3.25 Actual	31.3.26 Estimate	31.3.27 Estimate	31.3.28 Estimate	31.3.29 Estimate
Total External Borrowing	434.903	491.115	565.727	625.301	647.683
Other Long-Term Liabilities	41.170	39.093	38.638	34.317	30.065
Total Gross External Debt	**476.043**	**530.208**	**604.365**	**659.618**	**677.748**
The Capital Finance Requirement	618.293	676.078	746.733	798.211	811.474
Under / (over) borrowing	**142.220**	**145.870**	**142.368**	**138.593**	**133.726**

Within the range of prudential indicators there are several key indicators to ensure that the Authority operates its activities within well-defined limits. One of these is that the Authority needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2026/27 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Director of Finance, People & IDT reports that the Authority complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary: This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

The Committee is asked to approve the following Operational Boundary:

Operational Boundary (£m)	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	645.0	760.0	820.0	840.0
Other long-term liabilities	50.0	45.0	35.0	35.0
Total	**695.0**	**805.0**	**855.0**	**875.0**

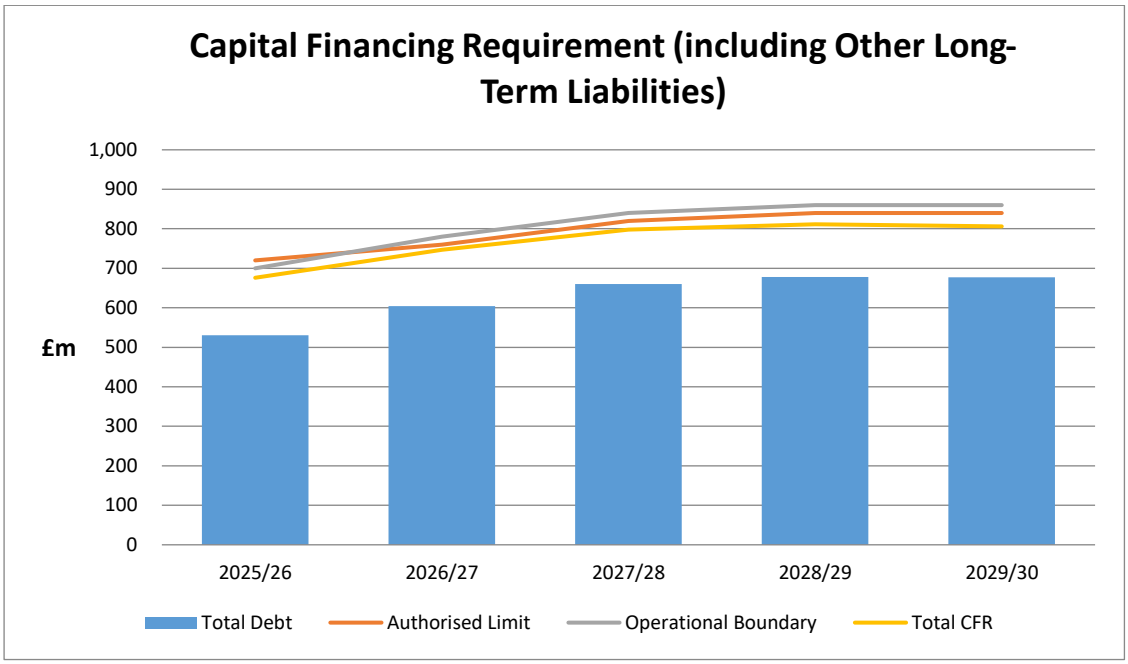
The Authorised Limit for external debt: This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authority plans, or those of a specific authority, although this power has not yet been exercised.

The Committee is asked to approve the following Authorised Limit:

Authorised Limit (£m)	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	665.0	780.0	840.0	860.0
Other long-term liabilities	54.0	50.0	40.0	40.0
Total	**719.0**	**830.0**	**880.0**	**900.0**

The following chart displays total debt versus CFR, the Operational Boundary and the Authorisation Limit and demonstrates that projected total debt does not exceed the projected CFR or either projected limit in the short, medium or long-term.



3.3 Prospects for Interest Rates (provided by MUFG)

The Authority has appointed MUFG Corporate Markets as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. MUFG Corporate Markets provided the following forecasts on 22 December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.30	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

Additional notes by MUFG Corporate Markets on this forecast table: -

- Our last interest rate forecast update was undertaken on 11 August. Since then, a combination of tepid growth (0.2% q/q GDP for Q2 and

0.1% q/q GDP for Q3), falling inflation (currently CPI is 3.2%), and a November Budget that will place more pressure on the majority of households' income, has provided an opportunity for the Bank of England's Monetary Policy Committee to further reduce Bank Rate from 4% to 3.75% on 18 December.

- Surprisingly, to most market commentators, the recent steep fall in CPI inflation in one month from 3.6% to 3.2% did not persuade most "dissenters" from the November vote (Lombardelli, Greene, Mann and Pill) to switch to the rate-cutting side of the Committee. Instead, it was left to Bank Governor, Andrew Bailey, to use his deciding vote to force a rate cut through by the slimmest of margins, 5-4.
- Given the wafer-thin majority for a rate cut it was not unexpected to hear that although rates would continue on a "gradual downward path", suggesting a further rate cut or cuts in the offing, MPC members want to assess incoming evidence on labour market activity and wage growth. Indeed, with annual wage growth still over 4.5%, the MPC reiterated that the case for further rate cuts would be "a closer call", and Governor Bailey observed there is "limited space as Bank Rate approaches a neutral level".
- Accordingly, the MUFG Corporate Markets forecast has been revised to price in a rate cut in Q2 2026 to 3.5%, likely to take place in the wake of a significant fall in the CPI inflation reading from 3% in March to 2% in April (as forecast by Capital Economics), followed by a short lull through the summer whilst more data is garnered, and then a further rate cut to 3.25% in Q4.
- Accordingly, our updated central forecast is made with several hefty caveats. We are confident, as we have been for some time, that our forecast for Bank Rate and the 5-year PWLB Certainty Rate is robust, and we have marginally brought forward the timing of the next rate cut(s). But for the 10-, 25- and 50-years part of the curve, the level of gilt issuance, and the timing of its placement, will be integral to achieving a benign trading environment. That is not a "given", and additionally, the inflation outlook and political factors domestically and, crucially, in the US, are also likely to hold sway. Matters should be clearer by June in the UK, but the US mid-term elections are scheduled for November.
- Our revised PWLB rate forecasts are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps) and is set to prevail until at least the end of March 2026. Hopefully, there will be a further extension to this discounted rate announced in January.
- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

Gilt yields and PWLB rates: The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are generally to the upsides. Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB borrowing	*Current borrowing rates as at 22.12.25 p.m. %*	*Target borrowing rate now (end of Q4 2027) %*	*Target borrowing rate previous (end of Q4 2027) %*
5 years	*4.81*	*4.10*	*4.20*
10 years	*5.39*	*4.70*	*4.70*
25 years	*6.01*	*5.30*	*5.30*
50 years	*5.78*	*5.10*	*5.10*

Borrowing advice: Our long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.5%. As all PWLB certainty rates are still above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

Our suggested **budgeted earnings rates for investments** up to about three months' duration in each financial year are set out below.

Average earnings in each year	*Now %*	*Previously %*
2025/26 (residual)	*3.80*	*3.90*
2026/27	*3.40*	*3.60*
2027/28	*3.30*	*3.30*
2028/29	*3.30*	*3.50*
2029/30	*3.50*	*3.50*
Years 6-10	*3.50*	*3.50*
Years 10+	*3.50*	*3.50*

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad-hoc basis as required.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts

within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate

3.4 Borrowing Strategy

The Authority held £460.4m of loans as at 31 December 2025, an increase of £25.5m on the end of the previous financial year. It is anticipated that the total cumulative borrowing will increase to £491.1m by the end of 2025/26 in line with the approved Capital Programme. The Council is currently expected to need to borrow an additional £74.6m in 2026/27 based on the current capital programme plans and will adopt a flexible approach to borrowing.

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to continue falling from their current levels albeit at a slower rate than previously forecast in May 2025.

Against this background and the risks within the economic forecast, caution will be adopted with the 2026/27 treasury operations. The Director of Finance, People & IDT will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

Objectives: The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With the forecast for interest rates expected to continue falling through the forecast horizon, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow through the use of short-term loans of up to 1 year. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. Whilst such a strategy is most likely to be beneficial over the next

year given to current downward trajectory in the interest rate forecast, over the medium-term we will make gradual moves into longer term borrowing as and when attractive opportunities arise. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years. External advisors will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long-term fixed rates in 2025/26 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Historically, the Authority has raised the majority of its short-term borrowing from the Local-to-Local market i.e. Local Authorities lending to and borrowing from each other, and this is likely to remain a major source going forward. The Authority may also consider the option of borrowing short term from the PWLB.

Likewise, the Authority has raised the majority of its long-term borrowing from the PWLB and this is likely to be a major source of borrowing going forward. The Authority may also consider alternative options for borrowing any long-term loans, such as banks, pension funds and local authorities, and the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code. PWLB loans are no longer available to local authorities planning to buy investment assets primarily for yield; the Authority intends to avoid this activity in order to retain its access to PWLB loans.

Alternatively, the Authority may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Authority may borrow further short-term loans to cover unplanned cash flow shortages.

Sources of Borrowing: The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly PWLB)
- any institution approved for investments
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
- Registered Housing providers
- Capital market bond investors

- Community Municipal Investments (Bond or Loan) raised from the general public (including a climate change investment opportunity).

Other sources of debt finance: In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

Municipal Bonds Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to meet its obligations for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable.

New Financial Institutions as a source of borrowing and or types of borrowing: Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a "cost of carry" or to achieve refinancing certainty over the next few years).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

LOBOs: The Authority holds £15.0m (3.2% of the debt portfolio at 31 December 2025) of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. None of the LOBOs have remaining options prior to the end of the financial year. Rates payable were competitive compared to PWLB rates at the time that the loans were taken out. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so. Total borrowing via LOBO loans will not increase from the current £15.0m.

Short-term and variable rate loans: These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the

interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk.

Borrowing in advance of need: The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

4.0 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

Investments that are not part of Treasury Management Activity

The Ministry of Housing, Communities and Local Government (MHCLG) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This may include investment activity which is outside the purpose of normal treasury management. Public sector organisations may have investments for various purposes –

- **Investments for treasury management purposes** – are those investments that arise from the organisations cash flows or treasury risk management activity and ultimately represent balances which need to be invested until the cash in required for use in the course of business.
- **Investments for service purposes** – are taken or held primarily for the provision and for the purpose of delivering public services (including housing, regeneration and local infrastructure) or in support of joint working with others to deliver such services.
- **Investments for commercial purposes** – are long term investments taken or held primarily for financial return and are not linked to treasury management activity or directly part of delivering services. The Council does not hold any investments primarily for financial return.

This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Investments for both services purposes and commercial purposes are covered in greater detail in the Investment Strategy

Report and Capital Strategy Report which will be presented to Cabinet on 12 February 2026 and then Full Council on 26 February 2026.

The Authority's investment policy has regard to the following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

The Authority's investment priorities will be security first, portfolio liquidity second and then yield (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Authority's risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as **"credit default swaps"** and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This Authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix Biv under the categories of 'specified' and 'non-specified' investments.

   Specified Treasury investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year

left to run to maturity, if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified Treasury investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Non-specified and loan investment limits.** The Authority has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of £5m.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in paragraph 4.2.
8. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.2).
9. This Authority will set a limit for its investments which are invested for **longer than 365 days**, (see Appendix Bii).
10. This Authority has engaged **external consultants**, (see paragraph 3.3), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2023/24 under IFRS 9, this Authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. More recently, a further extension to the over-ride for existing pooled funds has been agreed by Government until 31.3.29.

However, this Authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

4.2 Creditworthiness Policy

This Authority applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard &

Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

- "watches" and "outlooks" from credit rating agencies,
- CDS spreads that may give early warning of changes in credit ratings,
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Authority to determine the suggested duration for investments. The Authority will, therefore, use counterparties within the following durational bands:

- Yellow 5 years
- Dark pink 5 years for Ultra-Short Dated Bonds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bonds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (applies to nationalised / semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

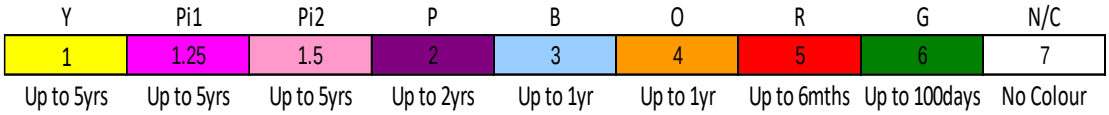
Typically, the minimum credit ratings criteria the Authority uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored daily. The Authority is alerted to changes to ratings of all three agencies through its use of the Link creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link.

Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Authority will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.



	Colour (and long-term rating where applicable)	Money Limit (with any one counterparty)	Time limit
Banks	Yellow	£15.0m	5yrs
Banks	Purple	£15.0m	2 yrs
Banks	Orange	£15.0m	1 yr
Banks – part nationalised	Blue	£15.0m	1 yr
Banks	Red	£15.0m	6 mths
Banks	Green	£15.0m	100 days
Banks	No Colour	Not to be used	
Limit 3 category – Authority's banker (where "No Colour")	XXX	£15.0m	1 day
Other institutions limit	-	£7.5m	5yrs
DMADF	UK sovereign rating	unlimited	6 months
Local authorities	n/a	£15.0m	1yrs
Housing associations	Colour bands	£15.0m	As per colour band
	Fund rating**	**Money Limit (with any one counterparty)**	**Time Limit**
Money Market Funds CNAV	AAA	£10.0m	liquid
Money Market Funds LVNAV	AAA	£10.0m	liquid
Money Market Funds VNAV	AAA	£10.0m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink / AAA	£10.0m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light Pink / AAA	£10.0m	liquid

Creditworthiness: Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless,

when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.

CDS prices: Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its Link-provided Passport portal.

Limits: Due care will be taken to consider the exposure of the Authority's total investment portfolio to non-specified investments, countries, groups and sectors.

a) **Non-specified treasury management investment limit:** The Authority has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £5m.

b) **Country limit:** The Authority has determined that it will only use approved counterparties from the UK and from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix Bv. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition: -

- no more than £15m, with the exception of Money Market Funds where the Authority has no control of the sovereignty splits, will be placed with any non-UK country at any time,
- limits in place above will apply to a group of companies/institutions,
- sector limits will be monitored regularly for appropriateness.

4.3 Treasury Investment Strategy

The Council generally expects to maintain an investment balance of between £10.0m and £25.0m, at each month end, for the forthcoming year. There may be circumstances where the Council takes advantage favourable borrowing rates and investments may exceed £25m on a short-term basis from time to time due to differing maturity dates or certain periods of the year when markets are less liquid and it is appropriate to hold more cash investments; further, the receipt of grant funding, may result in investments being higher at points during the year.

Objectives: The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of

receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Strategy: For its cash flow generated balances, the Authority will seek to utilise its business reserve instant access and notice accounts, Money Market Funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest. This diversification of investments will represent a continuation of the strategy adopted in 2025/26.

Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Authority may invest its surplus funds with any of the counterparty types listed below, subject to the cash limits (per counterparty) and the time limits shown in the creditworthiness policy (4.2).

- **The UK Government, local authorities and other government entities:** Loans to, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is a lower risk of insolvency, although they are not without risk. Investments with the UK Government may be made in unlimited amounts for up to 50 years.
- **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.
- **Banks & Building Societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.
- **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish

Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

- **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Authority will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.
- **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.
- **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
- **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Authority's investment at risk
- **Operational bank accounts:** The Authority may incur operational exposures, for example though current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £15.0m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25bn are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Approved Instruments: The Authority may lend or invest money using any of the following instruments:

- interest-bearing bank accounts
- fixed term deposits and loans
- callable deposits and loans where the borrower may repay before maturity, but subject to a maximum of £5million in total

- certificates of deposit
- bonds, notes, bills, commercial paper and other marketable instruments, and shares in money market funds and other pooled funds,

Investments may be made at either a fixed rate of interest, or at a variable rate linked to a market interest rate, such as SONIA, subject to the limits on interest rate exposures below.

Liquidity management: The Authority uses cash flow forecasting to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis, to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

4.4 End of Year Investment Report

At the end of the financial year, the authority will report on its treasury management investment activity as part of its Annual Treasury Report.

4.5 Ethical Investments

The Council will not knowingly directly invest in organisations whose activities include practices which directly pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the mission and values of the Council. At the same time the Council will take full responsibility for proper management of risk and safeguarding its investments by ensuring that they are diversified and made with organisations suitably credit assessed.

The Council's lending activity will be subject to (in order of rank)

- the assessment of meeting the minimum lending criteria as specified in the current Treasury Management Strategy and the minimum credit ratings as outlined in the Strategy.
- meeting the Security, Liquidity & Yield (SLY) criteria as set out in the current Treasury Management Strategy, and
- investments are not contrary to the values outlined in the Ethical Investment Framework (Appendix Bvii)

4.6 Related Matters

Financial derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

In line with CIPFA Code, the Authority will seek external advice and will consider that the advice before entering into financial derivatives to ensure that it fully understands the implications.

Markets in Financial Instruments Directive (MIFID): The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but with the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.

5.0 MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT 2026/27

5.1 Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP). The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of CFR from its calculation, unless by an exception set out in statute.

The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2024) provides four ready-made options for calculating MRP. An authority can use a mix of these options if it considers it appropriate to do so.

The Government considers that the methods of making prudent provision include the options set out in the statutory guidance. However, this does not rule out or otherwise preclude an authority from using an alternative method should it decide that is more appropriate. Any method used is subject to the conditions in paragraphs 61 to 65 of the guidance as far as these are relevant.

The four options set-out in the guidance include -

For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be:

- 4% reducing balance (regulatory method) - MRP will follow the historical practice outlined in former regulations as 4% of the opening GF CFR balance less adjustment A (Option 1); or
- 4% reducing balance (CFR method) (Option 2) – MRP will be calculated as 4% of the opening GF CFR balance; or

From 1 April 2008 for all unsupported borrowing the MRP policy will be (amend as appropriate):

- Asset life method (straight line) (Option 3)
- Asset life method (annuity) (Option 4)

The Authority is recommended to approve the following MRP Statement:

5.1.2 MRP Statement 2026/27

The Council will calculate MRP by the following methods –

Historic MRP (re pre 2007/08 borrowing). This will be calculated by dividing the balance at 31/3/07 (calculated in accordance with regulations) by 50 for an annual charge that charges over a finite period rather than a 4% reducing balance. This methodology is broadly in line with Option 3.

MRP in respect of prudential borrowing (subject to the 5.1.2 and 5.1.3 below), government supported allocations since 2007/08 and PFI will be charged over the life of the asset on an annuity basis - Option 3 in the regulations.

Regulation 27(3) allows a local authority to charge MRP in the financial year following the one in which capital expenditure finance by debt was incurred. Therefore, capital expenditure financed by borrowing in 2025/26 will not be subject to an MRP charge until 2026/27, or in the financial year following the one which the asset first becomes available for use.

The Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

5.1.2 Capital loans

Regulation 27(4) allows a local authority to exclude capital loans that are financed by debt from the requirement to make MRP, provided the loan is not a commercial loan.

The Authority has issued capital loans that are categorised non-commercial loans and has chosen to not apply MRP in accordance with the statutory guidance.

5.1.3 Share Capital

Where an Authority incurs expenditure that is capitalised on or after April 2008, which is financed by borrowing for the acquisition of share capital, Regulation 25(1)(d) Acquisition of share capital sets out the maximum period for an authority to provide MRP of 20 years.

The Authority has incurred expenditure that has been capitalised which is finance from borrowing for the acquisition of share capital. This expenditure relates solely to share capital in NuPlace Ltd, the Council's wholly owned subsidiary. MRP relating to such expenditure has been calculated in accordance with the statutory guidance, in line with Option 3 however the asset life has been included as 20 years.

5.1.4 MRP Overpayments

Under the MRP guidance, charges made in excess of the statutory MRP can be made and are known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

The Council has not made any VRPs to date.

6.0 TREASURY MANAGEMENT POLICY STATEMENT 2026/27

6.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Treasury Management Code (TM Code)), as described in Section 5 of the TM Code.

Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
- Suitable Treasury Management Practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- Investment Management Practices (IMPs) for investments that are not for treasury management purposes.

The Council will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.

The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Audit Committee and for the execution and administration of treasury management decisions to Director: Finance, People & IDT, who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The Council nominates Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

6.2 Policies and objectives of Treasury Management Activities

The Council defines its treasury management activities as:

"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management."

The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt. The Council will look to minimise borrowing through the use of maturing investments to fund capital expenditure rather than reinvestment.

The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yield earned on investments remain important but are secondary considerations. Generally as investments mature they will not be reinvested but be used to minimise borrowing.

7.0 OTHER ITEMS

7.1 Financial Implications

The budget for investment income in 2026/27 is £0.519m, based on an average investment portfolio of £15.0m at an interest rate of 3.46%. The budget for debt interest paid in 2026/27 is £15.167m, net of Nuplace interest received on capital

loans, based on an average debt portfolio of £496.803m at an average interest rate of 4.02%. If actual levels of investments and borrowing, or actual interest rates, differ from that forecast, performance against budget will be correspondingly different. Such differences will be reported through regular financial monitoring to Cabinet.

7.2 Balanced Budget Requirement:

The Authority complies with the provisions of S32 of the Local Government Finance Act 1992 to set a balanced budget.

7.3 Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

The Director: Finance, People & IDT will report to the Audit Committee on treasury management activity / performance and Performance Indicators as follows -

- Half yearly against the strategy approved for the year. The authority will produce an outturn report on its treasury activity no later than 31st July after the financial year end and an update report alongside the Treasury Strategy in the last quarter of the financial year.

Audit Committee will be responsible of the scrutiny of treasury management activity and practices.

A detailed list of the Treasury Management Section of Delegation and the Treasury Management Role of the Section 151 Officer are included at Appendix Biv.

7.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

The scale and nature of knowledge and training requirements will depend on the size and complexity of the organisation's treasury management needs.

Based on our treasury management portfolio the approach we will adopt is:

- Record attendance at training and circulate training materials to those unable to attend; also ensure action is taken where poor attendance is identified.
- Discuss and agree learning plans as part of APPD / 1-to-1 for treasury management officers; consider training plan requirements for members.
- Consider self-assessment requirements for both treasury management officers and relevant members.
- Periodically ask treasury management officers and relevant members to highlight any training needs.

Training has been undertaken by members in January 2025 and January 2026 and further training will be arranged as required.

A formal record of the training received by officers central to the Treasury function will be recorded as part of the APPD process. Similarly, a formal record of the treasury management/capital finance training received by members will also be maintained by the Treasury Function.

7.5 Treasury Management Consultants

The Authority uses MUFG Corporate Markets as its external treasury management advisors.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Existing Treasury Portfolio Projected Forward to 2028/29

Treasury Portfolio (£m)	Current Portfolio	%	31.3.26 Estimate	31.3.27 Estimate	31.3.28 Estimate	31.3.29 Estimate
Treasury Investments:						
Banks	4.925	19.8	2.500	2.500	2.500	2.500
Money Markets	4.980	20.0	4.980	4.980	4.980	4.980
DMADF	15.000	60.2	7.520	7.520	7.520	7.520
Total Treasury Investments	**24.905**	**100.0**	**15.000**	**15.000**	**15.000**	**15.000**
Treasury external borrowing						
Local Authorities & other temporary loans	151.012	32.8	147.468	100.029	100.029	100.029
PWLB	279.285	60.7	313.537	435.661	495.272	517.654
Market Loans	15.000	3.2	15.000	15.000	15.000	15.000
LOBO	15.000	3.2	15.000	15.000	15.000	15.000
Municipal Loans	0.145	0.1	0.110	0.037	0.000	0.000
Total Treasury external borrowing	**460.442**	**100.0**	**491.115**	**565.727**	**625.301**	**647.683**
Net Treasury investments / (borrowing)	**(435.537)**		**(476.118)**	**(550.727)**	**(610.301)**	**(632.683)**
Long Term Liabilities						
PFI	(38.428)		(38.428)	(38.138)	(34.317)	(29.905)
Finance Leases	(0.665)		(0.665)	(0.500)	(0.351)	(0.160)
Total Long-Term Liabilities	**(39.093)**		**(39.093)**	**(38.638)**	**(34.668)**	**(30.065)**
Net investments / (borrowing)	**(474.630)**		**(515.211)**	**(589.365)**	**(644.969)**	**(662.748)**

Capital and Treasury Management Prudential Indicators 2025/26 – 2028/29

1.0 Background:

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators.

The Authority measures and manages its exposure to treasury management risks using the following indicators.

Committee is asked to approve the following Capital and Treasury Management Prudential Indicators for 2025/26.

2.0 Capital Expenditure and Financing:

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

Capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Total	87.173	124.317	116.316	101.594	51.158

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as PFI and leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Capital receipts	2.178	6.877	3.571	1.340	6.000
Capital grants	30.462	49.777	36.457	40.680	22.776
Revenue	0.258	0.841	0.250	0.000	0.000
External	10.020	3.548	1.426	0.000	0.000
Net financing need for the year	44.255	63.274	74.612	59.574	22.382
Total Financing	**87.173**	**124.317**	**116.316**	**101.594**	**51.158**

3.0 The Authority's Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). See Table 2 – Capital Financing Requirement (CFR) in Section 1.7 above.

The Authority is asked to approve the CFR projections below:

Capital Financing Requirement (£m)	2024/25 Actual	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Total CFR	618.293	676.078	746.733	798.211	811.474
Movement in CFR		57.785	70.655	51.478	13.263

CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The CFR Table above shows that the Authority expects to fully comply with this recommendation.

4.0 Limits to Borrowing Activity:

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary (£m)	2025/26 Actual	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	645.0	760.0	820.0	840.0
Other long-term liabilities	50.0	45.0	35.0	35.0
Total	**695.0**	**805.0**	**855.0**	**875.0**

The Authorised Limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authority plans, or those of a specific authority, although this power has not yet been exercised.
- The Authority is asked to approve the following Authorised Limit:

Authorised Limit (£m)	2025/26 Actual	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
Debt	665.0	780.0	840.0	860.0
Other long-term liabilities	54.0	50.0	40.0	40.0
Total	**719.0**	**830.0**	**880.0**	**900.0**

5.0 Liability benchmark:

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as the Capital Financing Requirement (CFR), but that cash and investment balances are kept to a minimum level of £15m at each year-end to maintain sufficient liquidity but minimise credit risk.

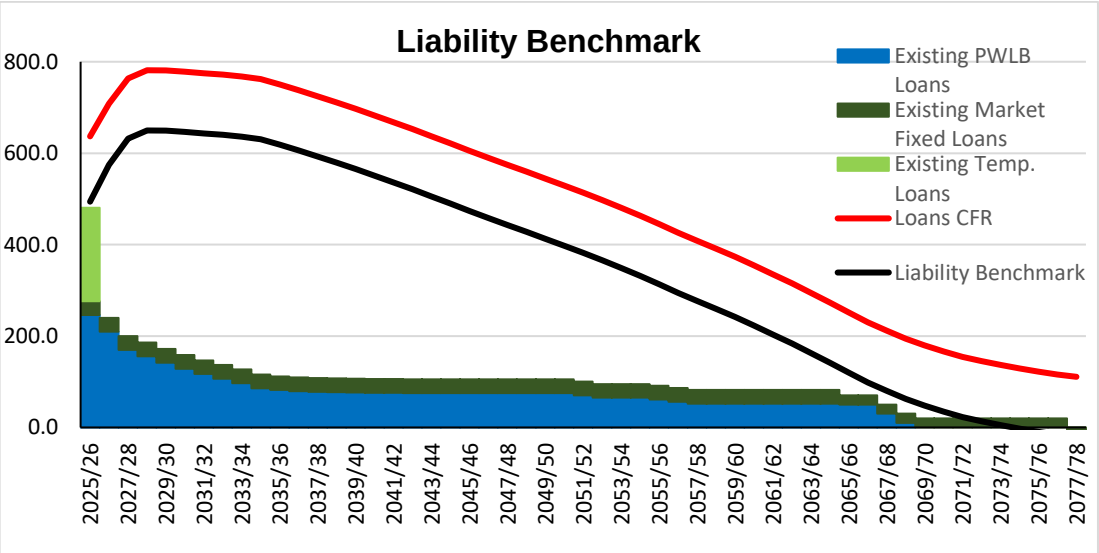
Liability Benchmark (£m)	31.3.25 Actual	31.3.26 Estimate	31.3.27 Forecast	31.3.28 Forecast	31.3.29 Forecast
CFR	618.293	676.078	746.733	798.211	811.474
Less: PFI & Leases	41.170	39.093	38.638	34.668	30.065
Loans CFR	**577.123**	**636.985**	**708.095**	**763.543**	**781.409**
Less: Balance Sheet Resources	150.901	157.724	148.690	146.983	146.736
Net Loans Requirement	**426.222**	**479.261**	**559.405**	**616.560**	**634.673**
Plus: Liquidity Allowance	22.062	15.000	15.000	15.000	15.000
Liability Benchmark	**448.284**	**494.261**	**574.405**	**631.560**	**649.673**

Following on from the medium-term forecasts in the table above, the long-term liability benchmark has been calculated (see chart below) and assumes capital expenditure funded by borrowing in line with the capital programme, minimum revenue provision on new capital expenditure based on appropriate asset lives and balance sheet resources reducing in line with anticipated use of reserves.

The liability benchmark is a projection of the amount of loan debt outstanding which the authority needs each year into the future, in order to fund its existing debt liabilities, planned prudential borrowing and other cash flows.

The headroom for the future borrowing requirement is shown by the gap between the authority's existing loans which are still outstanding at a given future date, and the authority's future need for borrowing (as shown by the liability benchmark).

It therefore shows how closely the existing loans book fits the future needs of the authority based only on its current plans. Any shortfall will need to be met by future borrowing; any excess will have to be invested (unless existing borrowing is prematurely repaid). Refinancing risk, interest rate risk and credit risk can be minimized or reduced by ensuring that the existing loans portfolio shows a profile close to the liability benchmark.



For Telford & Wrekin Council, the benchmark shows that our current level of external borrowing is below the amount needed to fund commitments and therefore future borrowing will be required.

In particular, the liability benchmark identifies the maturities needed for new borrowing, in order to match future liabilities. It therefore avoids borrowing for too long or too short. Local authorities have sometimes used the CFR as their benchmark of borrowing needs, but this is likely to result in substantial over-borrowing because authorities generally have systemic in-hand cash flows and balances which keep actual debt (net of treasury investments) well below the CFR. Borrowing needs are based on cash flows, not the CFR – accepting the need for a reasonable but not excessive holding of short-term investments for liquidity management.

The liability benchmark makes no assumption about the level of future prudential borrowing in as yet unknown capital budgets. This avoids making large assumptions which may prove to be spectacularly wrong; but the main reason is that it enables the benchmark to be compared like-for-like with the existing loans portfolio to identify the future borrowing and investment needs arising from the authority's existing plans. It shows us what the current debt maturity profile should be to match the authority's current borrowing commitments less MRP and other forecast cash flows. Matching the portfolio to the need minimises treasury risks.

6.0 Maturity Structure of Fixed Rate borrowing:

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

It is calculated as the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate. The maturity of borrowing is determined by reference to the earliest date on which the lender can require payment. For loans with Lender Options / Borrower Options (LOBOs) this is assumed as the final maturity date.

Maturity structure of fixed rate borrowing	Lower Limit for 2026/27 %	Upper Limit for 2026/27 %	Existing level 31.12.25 %
under 12 months	0	70	18.5
12 months and within 24 months	0	30	27.2
24 months and within 5 years	0	50	16.9
5 years and within 10 years	0	75	12.1
10 years and above	0	100	25.3

7.0 Security of Investments:

The Council considers security, liquidity and yield, in that order, when making investment decisions.

Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments would be assigned a score based on their perceived risk.

Credit Risk Indicator	Target	Current (31.12.25)
Portfolio average credit score	6 or lower, (which is equivalent to a credit rating of 'A' or higher)	1.79

8.0 Principal sums invested for periods longer than a year:

The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Limit on principal sums invested for periods longer than a year	2025/26 Estimate %	2026/27 Estimate %	2027/28 Estimate %
Limit on total investments	95	95	95

Interest Rate Forecasts and Economic Background

Interest rate forecasts 2024 - 2027

MUFG Corporate Markets Interest Rate View 22.12.25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.30	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

Please note, PWLB forecasts are based on PWLB certainty rates.

ECONOMIC BACKGROUND (to 23 December 2025)

The first half of 2025/26 saw:

- A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth, but picked up to 0.1% m/m in August before falling back by 0.1% m/m in September.
- The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.6% in September.
- CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.5%.
- The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August.
- The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70% (before falling back to 4.43% in early November).
- From a GDP perspective, the financial year got off to a bumpy start with the 0.3% m/m fall in real GDP in April as front-running of US tariffs in Q1 (when GDP grew 0.7% on the quarter) weighed on activity. Despite the underlying reasons for the drop, it was still the first fall since October 2024 and the largest fall since October 2023. However, the economy surprised to the upside in May and June so that quarterly growth ended up 0.3% q/q (subsequently revised down to 0.2% q/q). Nonetheless, the 0.0% m/m change in real GDP in July, followed by a 0.1% m/m increase in August and a 0.1% decrease in September will have caused some concern. GDP growth for 2025 – 2028 is currently forecast by the Office for Budget Responsibility to be in the region of 1.5%.
- Sticking with future economic sentiment, the composite Purchasing Manager Index (PMI) for the UK increased to 52.2 in October. The manufacturing PMI output balance improved to just below 50 but it is the services sector (52.2) that continues to drive the economy forward. Nonetheless, the PMIs suggest tepid growth is the best that can be expected in the second half of 2025 and the start of 2026. Indeed, on 13 November we heard that GDP for July to September was 0.1% q/q.

- Turning to retail sales volumes, and the 1.5% year-on-year rise in September, accelerating from a 0.7% increase in August, marked the highest gain since April. On a monthly basis, retail sales volumes rose 0.5%, defying forecasts of a 0.2% fall, following an upwardly revised 0.6% gain in August. Household spending remains surprisingly resilient, but the headwinds are gathering.
- Prior to the November Budget, the public finances position looked weak. The £20.2 billion borrowed in September was slightly above the £20.1 billion forecast by the OBR. For the year to date, the £99.8 billion borrowed is the second highest for the April to September period since records began in 1993, surpassed only by borrowing during the COVID-19 pandemic. The main drivers of the increased borrowing were higher debt interest costs, rising government running costs, and increased inflation-linked benefit payments, which outweighed the rise in tax and National Insurance contributions.
- Following the 26 November Budget, the Office for Budget Responsibility (OBR) calculated the net tightening in fiscal policy as £11.7bn (0.3% of GDP) in 2029/30, smaller than the consensus forecast of £25bn. It did downgrade productivity growth by 0.3%, from 1.3% to 1.0%, but a lot of that influence was offset by upgrades to its near-term wage and inflation forecasts. Accordingly, the OBR judged the Chancellor was going to achieve her objectives with £4.2bn to spare. The Chancellor then chose to expand that headroom to £21.7bn, up from £9.9bn previously.
- Moreover, the Chancellor also chose to raise spending by a net £11.3bn in 2029/30. To pay for that and the increase in her headroom, she raised taxes by £26.1bn in 2029/30. The biggest revenue-raisers were the freeze in income tax thresholds from 2028/29 (+£7.8bn) and the rise in NICs on salary-sacrifice pension contributions (+£4.8bn). The increase in council tax for properties worth more than £2.0m will generate £0.4bn.
- The weakening in the jobs market looked clear in the spring. May's 109,000 m/m fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. More recently, however, the monthly change was revised higher in seven of the previous nine months by a total of 22,000. So instead of falling by 165,000 in total since October, payroll employment is now thought to have declined by a smaller 153,000. Even so, payroll employment has still fallen in nine of the ten months since the Chancellor announced the rises in National Insurance Contributions (NICs) for employers and the minimum wage in the October 2024 Budget. The number of job vacancies in the three months to November 2025 stood at 729,000 (the peak was 1.3 million in spring 2022). All this suggests the labour market continues to loosen, albeit at a slow pace.
- A looser labour market is driving softer wage pressures. The 3m/yy rate of average earnings growth excluding bonuses has fallen from 5.5% in April to 4.6% in September. (still at that level in November). The rate for the private sector has slipped just below 4% as the year end approaches.
- CPI inflation remained at 3.8% in September but dropped to 3.2% by November. Core inflation also fell to 3.2% by November while services inflation

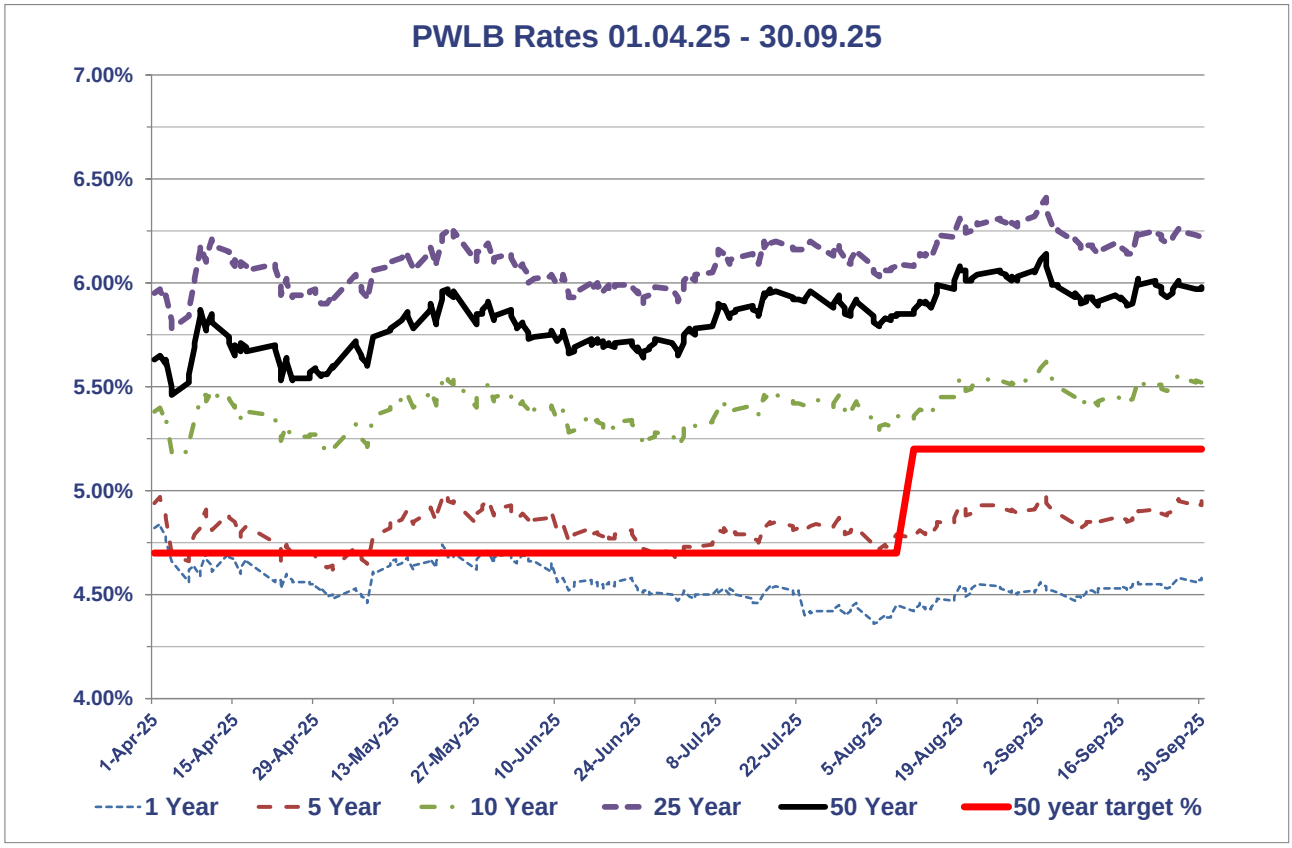
fell to 4.4%. Nonetheless, a further loosening in the labour market and weaker wage growth may be a requisite to UK inflation coming in below 2.0% by 2027.

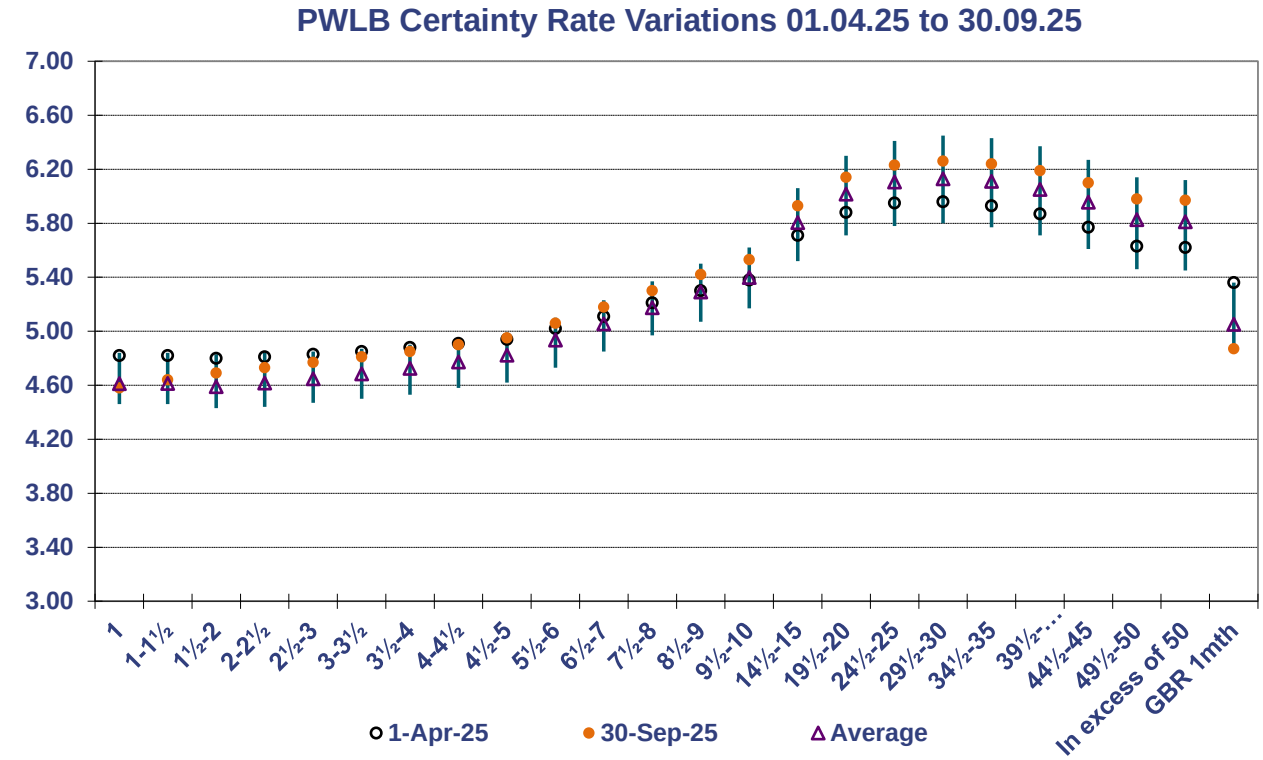
- An ever-present issue throughout recent months has been the pressure being exerted on medium and longer dated gilt yields. The yield on the 10-year gilt moved sideways in the second quarter of 2025, rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, and then easing back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended June at 4.50%.
- More recently, the yield on the 10-year gilt rose from 4.46% to 4.60% in early July as rolled-back spending cuts raised fiscal concerns. Although the spike proved short lived, it highlighted the UK's fragile fiscal position. In an era of high debt, high interest rates and low GDP growth, the markets are now more sensitive to fiscal risks than before the pandemic. During August, long-dated gilts underwent a particularly pronounced sell-off, climbing 22 basis points and reaching a 27-year high of 5.6% by the end of the month. While yields have since eased back, the market sell-off was driven by investor concerns over growing supply-demand imbalances, stemming from unease over the lack of fiscal consolidation and reduced demand from traditional long-dated bond purchasers like pension funds. For 10-year gilts, by late September, sticky inflation, resilient activity data and a hawkish Bank of England kept yields elevated over 4.70% although by late December had fallen back again to a little over 4.50%.
- The FTSE 100 fell sharply following the "Liberation Day" tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1 April to 7,702 on 7 April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 ended June at 8,761, around 2% higher than its value at the end of March and more than 7% above its level at the start of 2025. Since then, the FTSE 100 has enjoyed a further 4% rise in July, its strongest monthly gain since January and outperforming the S&P 500. Strong corporate earnings and progress in trade talks (US-EU, UK-India) lifted share prices and the index hit a record 9,321 in mid-August, driven by hopes of peace in Ukraine and dovish signals from Fed Chair Powell. September proved more volatile and the FTSE 100 closed September at 9,350, 7% higher than at the end of Q1 and 14% higher since the start of 2025. Future performance will likely be impacted by the extent to which investors' global risk appetite remains intact, Fed rate cuts, resilience in the US economy, and AI optimism. A weaker pound will also boost the index as it inflates overseas earnings. In early November, the FTSE100 climbed to a record high just above 9,900. By late December, the index had clung on to most of those gains standing at 9,870 on 23 December.

MPC meetings (8 May, 19 June, 7 August, 18 September, 6 November and 18 December 2025)

- There were six Monetary Policy Committee (MPC) meetings held between April and December. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from rising food prices. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates would be reduced further.
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was "finely balanced" and reiterating that future rate cuts would be undertaken "gradually and carefully". Ultimately, Governor Bailey was the casting vote for a rate cut but with the CPI measure of inflation expected to reach at least 4% later this year, the MPC was wary of making any further rate cuts until inflation begins its slow downwards trajectory back towards 2%.
- With wages still rising by just below 5%, it was no surprise that the September meeting saw the MPC vote 7-2 for keeping rates at 4% (Dhingra and Taylor voted for a further 25bps reduction). Moreover, the Bank also took the opportunity to announce that they would only shrink its balance sheet by £70bn over the next 12 months, rather than £100bn. The repetition of the phrase that "a gradual and careful" approach to rate cuts is appropriate suggested the Bank still thought interest rates will fall further.
- At the 6 November meeting, Governor Bailey was once again the deciding vote, keeping Bank Rate at 4% but hinting strongly that a further rate cut was imminent if data supported such a move. By 18 December, with November CPI inflation having fallen to 3.2%, and with Q2 GDP revised down from 0.3% q/q to only 0.2% q/q, and Q3 GDP stalling at 0.1%, the MPC voted by 5-4 to cut rates further to 3.75%. However, Governor Bailey made it clear that any further reductions would require strong supporting data, and the pace of any further decreases would be slow compared to recent months. The markets expect Bank Rate to next be cut in April.

PWLB RATES 01.04.25 - 30.09.25





HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 30.09.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
30/09/2025	4.58%	4.95%	5.53%	6.23%	5.98%
Low	4.36%	4.62%	5.17%	5.78%	5.46%
Low date	04/08/2025	02/05/2025	02/05/2025	04/04/2025	04/04/2025
High	4.84%	4.99%	5.62%	6.41%	6.14%
High date	02/04/2025	21/05/2025	03/09/2025	03/09/2025	03/09/2025
Average	4.55%	4.82%	5.40%	6.11%	5.83%
Spread	0.48%	0.37%	0.45%	0.63%	0.68%

Credit and Counterparty Risk Management

Specified Investments: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

Non-specified Investments: These are any investments which do not meet the specified investment criteria. A maximum of £5m will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	**** Max % of total investments / £ limit per institution**	**Max. maturity period**
DMADF – UK Government	Yellow	100%	6 months (max. is set by the DMO*)
UK Gilts	Yellow		5 years
UK Treasury Bills	Yellow		364 days (max. is set by the DMO*)
Bonds issued by multilateral development banks	Yellow		5 years
Money Market Funds CNAV	AAA	100%	Liquid
Money Market Funds LNVAV	AAA		Liquid
Money Market Funds VNAV	AAA		Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	AAA	100%	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.5	AAA	100%	Liquid
Local Authorities	Yellow	100%	5 years
Term Deposits with Housing Associations	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use

	Minimum credit criteria / colour band	** Max % of total investments / £ limit per institution	Max. maturity period
Term Deposits with Banks and Building Societies	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use
CDs or Corporate Bonds with Banks and Building Societies	Blue Orange Red Green No Colour		12 months 12 months 6 months 100 days Not for use
Gilt Funds	UK sovereign rating		

Approved Countries for Investments

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the MUFG Corporate Markets creditworthiness service.

Based on lowest available rating

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- U.S.A.

AA

- Abu Dhabi (UAE)
- Finland

AA-

- Qatar
- **U.K.**

Treasury Management Scheme of Delegation

(i) Full Council

- approval of annual strategy and mid-year update and annual report, and
- approval of/amendments to the organisations adopted clauses, treasury management policy, treasury management practices, treasury management indicators and prudential indicators

(ii) Full Council / Cabinet

- budget consideration and approval, and
- receiving and reviewing regular monitoring reports and acting on recommendations,

(iii) Audit Committee

- reviewing the treasury management policy and procedures and making recommendations to the responsible body, Full Council.

The Treasury Management Role of the Section 151 Officer

The S151 (responsible) officer

The Council's S151/Chief Financial Officer has delegated authority for all Treasury Management activities and decisions, including borrowing and investments, as long as they are within the overall approved Treasury Management Strategy.

- Recommending the Treasury Management Strategy, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance,
- submitting regular treasury management policy reports,
- submitting budgets and budget variations,
- receiving and reviewing management information reports,
- reviewing the performance of the treasury management function,
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function,
- ensuring the adequacy of internal audit, and liaising with external audit, and
- recommending the appointment of external service providers.

Ethical Investment Framework – Telford and Wrekin Council

At the current time the Council's treasury activity consists principally of making short-dated loans to the UK Government (through the Debt Management Agency Deposit Facility) and to banks and building societies which adheres to the S-L-Y principles of (Security, Liquidity and Yield, in that order).

The preservation of capital is the Council's principal and overriding priority. The banks and building societies on the Council's lending list are selected only if the institutions and the sovereign meet a minimum credit criteria. In accordance with its social and corporate governance responsibilities, the Council seeks to support institutions which additionally have an ethical and responsible approach to environmental and social issues including employment and global trade. These "ethical" criteria and their basis are described below.

1. Environmental and Social Standards

Equator Principles

The Equator Principles (EPs) are a voluntary set of guidelines based on the environmental and social standards practiced by the International Finance Committee when evaluating financing projects. Financial institutions that adopt the Principles agree to use a screening process aiming to ensure that environmental and social assessments help inform decisions to finance development projects. This allows signatories to engage proactively with their stakeholders on environmental and social policy issues.

The EPs are a screening framework for determining, assessing and managing environmental and social risk in project finance transactions for major infrastructure and industrial projects. The EPs are adopted voluntarily by financial institutions and are applied where total project capital costs exceed US$10 million. The EPs are primarily intended to provide a minimum standard for due diligence to support responsible risk decision-making. They are based on the International Finance Corporation's performance standards on social and environmental sustainability and on the World Bank Group Environmental Health and Safety Guidelines.

Financial institutions which are signatories to the EPs commit to not providing loans to projects where the borrower will not or is unable to comply with their respective social and environmental policies and procedures that implement the EPs.

The following banks relating to institutions on the Council's lending list have adopted the Equator Principles:

- Lloyds Banking Group (parent of Bank of Scotland plc and Lloyds Bank plc)
- Banco Santander (parent of Santander UK plc)
- Barclays plc (parent of Barclays Bank)
- HSBC Holding plc (parent of HSBC plc)
- Nat West Group plc
- Standard Chartered plc
- Australia and New Zealand Banking Group

- Commonwealth Bank Australia
- Westpac Banking Corp.
- Bank of Montreal
- Bank of Nova Scotia
- Canadian Imperial Bank of Commerce
- Royal Bank of Canada
- Nordea Bank Finland
- Deutche Bank AG
- ING Bank NV

http://www.equator-principles.com/index.php/members-reporting

2. Human Rights, Labour and Environment

The **UN Global Compact** is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Corporations which sign up to the UN Global Compact are encouraged to themselves embrace and in turn, support and enact, within their sphere of influence, a set of core values which are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

Human Rights

- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: make sure that they are not complicit in human rights abuses.

Labour

- Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: the elimination of all forms of forced and compulsory labour;
- Principle 5: the effective abolition of child labour; and
- Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

- Principle 7: Businesses should support a precautionary approach to environmental challenges;

- Principle 8: undertake initiatives to promote greater environmental responsibility; and
- Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

- Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The following banks relating to institutions on the Council's lending list are participants/stakeholders of the UN Global Compact:

- Lloyds Banking Group
- Svenska Handelsbanken AB
- Santander UK plc
- HSBC
- Standard Chartered Bank
- Nationwide Building Society
- NatWest Group plc
- Commenwealth Bank of Australia
- National Australia Bank
- Westpac Banking Corp.
- Nordea Bank AB
- Rabobank Group

http://www.unglobalcompact.org/ParticipantsAndStakeholders/index.html

Limitations to ethical policies:

It should be noted here that the individual institutions which have signed up to the Equator Principles and to the Global Compact screen borrowers before lending for infrastructure and industrial projects.

However, financial institutions also engage daily in money market and interbank lending transactions; the criteria for such lending is based primarily on credit risk assessment (i.e. the assessment of their lending being repaid in full and on time when it is due). Being a signatory to the EPs will not necessarily be a critical feature of such credit assessment and the Council is not in a position to monitor interbank lending. The same applies to an individual financial signing up to the UN Global Compact.

It should also be noted that becoming a signatory of voluntary guidelines (Equator Principle or Global Compact) does not guarantee that that institution's policies and practices are of a better standard than those institutions which are not signatories to the voluntary guidelines.

Activist investment: The Council does not invest directly in shares traded on the markets or in corporate bonds. Not only are such investments inherently higher risk investments and requires a distinct and separate set of fund management expertise. Under current legislation (SI 2003 No 3146) the purchase of share capital or loan

capital of a body corporate is a capital expenditure investment which, on sale or maturity, becomes a capital receipt and is unsuitable for the Council's treasury investments which are primarily the cash management of its operating surpluses and reserves. Corporate bond and equity investments would however be made by the Council's pension fund (run by Shropshire Council).

Other than through its pension fund (which is measured by Shropshire Council), the Council cannot seek to influence decision making at a company by voicing concerns, engaging in a dialogue with management, or lobbying other shareholders for support. Activist investors attempt to purchase sufficient shares or obtain seats on the board with the goal of effecting major change in the company to make the company more valuable financially or socially (for example to change management policies and adopt better governance; optimise shareholder value through acquisitions/divestitures, be more socially responsible etc).

Credit Ratings – A Guide.

Long-term credit ratings and Sovereign Ratings

Fitch Rating' long-term credit ratings are set up along a scale from 'AAA' to 'D', first introduced in 1924 and later adopted and licensed by Standard & Poors (S&P). Moody's also uses a similar scale but names the categories differently. Like S&P, Fitch also uses intermediate modifiers for each category between AA and CCC (i.e., AA+, AA, AA-, A+, A, A-, BBB+, BBB, BBB- etc.).

Investment grade

- **AAA**: the best quality, reliable and stable
- **AA**: good quality, a bit higher risk than AAA
- **A**: economic situation can affect finance
- **BBB**: medium class counterparties, which are satisfactory at the moment

Non-investment grade

- **BB**: more prone to changes in the economy
- **B**: financial situation varies noticeably
- **CCC**: currently vulnerable and dependent on favourable economic conditions to meet its commitments
- **CC**: highly vulnerable, very speculative bonds
- **C**: highly vulnerable, perhaps in bankruptcy or in arrears but still continuing to pay out on obligations
- **D**: has defaulted on obligations and Fitch believes that it will generally default on most or all obligations
- **NR**: not publicly rated

Short-term credit ratings

Fitch's short-term ratings indicate the potential level of default within a 12-month period.

- **F1+**: best quality grade, indicating exceptionally strong capacity of obligor to meet its financial commitment
- **F1**: best quality grade, indicating strong capacity of obligor to meet its financial commitment
- **F2**: good quality grade with satisfactory capacity of obligor to meet its financial commitment
- **F3:** fair quality grade with adequate capacity of obligor to meet its financial commitment but near-term adverse conditions could impact the obligor's commitments
- **B**: of speculative nature and obligor has minimal capacity to meet its commitment and vulnerability to short term adverse changes in financial and economic conditions
- **C**: possibility of default is high, and the financial commitment of the obligor are dependent upon sustained, favourable business and economic conditions
- **D**: the obligor is in default as it has failed on its financial commitments.

Support Ratings (1 – 5)

The Purpose and Function of Support Ratings

Support Ratings are Fitch Ratings' assessment of a potential supporter's propensity to support a bank and of its ability to support it. Its propensity to support is a judgment made by Fitch Ratings. Its ability to support is set by the potential supporter's own Issuer Default Ratings, both in foreign currency and, where appropriate, in local currency. Support Ratings do not assess the intrinsic credit quality of a bank. Rather they communicate the agency's judgment on whether the bank would receive support should this become necessary. These ratings are exclusively the expression of Fitch Ratings' opinion even though the principles underlying them may have been discussed with the relevant supervisory authorities and/or owners.

Timeliness and Effectiveness Requirements

Fitch Ratings' Support Rating definitions are predicated on the assumption that any necessary "support" is provided on a timely basis. The definitions are also predicated on the assumption that any necessary support will be sufficiently sustained so that the bank being supported is able to continue meeting its financial commitments until the crisis is over.

Obligations and Financial Instruments Covered

In terms of these definitions, unless otherwise specified, "support" is deemed to be in terms of foreign currency. It is assumed that typically the following obligations will be supported: senior debt (secured and unsecured), including insured and uninsured deposits (retail, wholesale and interbank); obligations arising from derivatives transactions and from legally enforceable guarantees and indemnities, letters of credit, and acceptances; trade receivables and obligations arising from court judgments.

Likewise, the agency does not assume that the following capital instruments will be supported when sovereign support is involved: preference/preferred shares or stock; hybrid capital (tier 1 and upper tier 2), including reserve capital instruments (RCIs) and variations upon RCIs; and common/ordinary equity capital. It is also assumed that there will be no support for any moral obligation on securitizations. The sovereign support status of subordinated debt is difficult to categorize in advance; it is assessed on a case-by-case basis, distinguishing among different jurisdictions.

Definitions:

1: A bank for which there is an extremely high probability of external support. The potential provider of support is very highly rated in its own right and has a very high propensity to support the bank in question. This probability of support indicates a minimum Long-Term Rating floor of 'A-'.

2: A bank for which there is a high probability of external support. The potential provider of support is highly rated in its own right and has a high propensity to provide support to the bank in question. This probability of support indicates a minimum Long-Term Rating floor of 'BBB-'.

3: A bank for which there is a moderate probability of support because of uncertainties about the ability or propensity of the potential provider of support to do so. This probability of support indicates a minimum Long-Term Rating floor of 'BB-'.

4: A bank for which there is a limited probability of support because of significant uncertainties about the ability or propensity of any possible provider of support to do so. This probability of support indicates a minimum Long-Term Rating floor of 'B'.

5: A bank for which external support, although possible, cannot be relied upon. This may be due to a lack of propensity to provide support or to very weak financial ability to do so. This probability of support indicates a Long-Term Rating floor no higher than 'B-' and in many cases no floor at all.

GLOSSARY

Term	Meaning
Annuity	A method of repaying a loan where the cash payment remains constant over the life of the loan, but the proportion in interest reduces and the proportion of principal repayment increases over time.
Authorised Borrowing Limit	The maximum amount the authority can borrow at any point of time in the year. This limit should never be exceeded. The limit is set by Full Council at the beginning of March and is a prudential indicator.
Bail-in	A method of rescuing a failing financial institution by cancelling some of its deposits and bonds. Investors may suffer a haircut but may be given shares in the bank as part compensation. See also bail-out
Bail-out	A method of rescuing a failing financial institution by the injection of public money. This protects investors at the expense of the taxpayer.
Call account	A deposit account that can be called back, normally on instant access.
Capital Financing Requirement CFR)	This represents the underlying need for the authority to borrow and represents the assets of the authority less the long-term capital liabilities.
Credit Default Swaps (CDS)	CDS are bought by investors to insure against defaults (i.e. the counterparty not being able to repay). The higher the cost/premium then the higher the risk – CDS therefore given a market view of the credit worthiness of an organisation.
Credit Ratings	Rating on the ability of an organisation to meet its obligations; ratings are assigned by independent, specialist companies, such as Fitch and Moody's using market intelligence they gather.
Credit Risk	The risk that the debtor will default on their obligations
Counterparty	The organisation that you are conducting your business with.
Debt Management Account Deposit Facility (H.M. Treasury)	Provided by the Debt Management Office, users can place cash in secure fixed-term deposits. Deposits are guaranteed by the government and therefore have the equivalent of a sovereign triple-A credit rating.
Derivative Instruments	A security whose price is dependent upon or derived from one or more underlying assets. The derivative itself is merely a contract between two or more parties. Its value is determined by fluctuations in the underlying asset. The most common underlying assets include stocks, bonds, commodities, currencies, interest rates and market indexes. Most derivatives are characterized by high leverage. For example, a stock option is a derivative because it derives its value from

Term	Meaning
	the value of a stock. An interest rate swap is a derivative because it derives its value from one or more interest rate indices.
Discounts	These relate to Public Works Loans Board loans. If rates have increased since the borrowing was undertaken, then part of the benefit that PWLB will achieve from being able to loan out at that higher rate are passed back to an authority if they repay the loan early.
Fund Managers	Independent investment managers who work to a specific mandate and if appointed invest funds on behalf of the Council
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010.
Inflation	The rise in prices of goods and services over a period of time.
Interest Rate Risk	The risk that the value of an investment will change due to changes to the interest rate.
Internal Borrowing	This is where the amount of an authority's borrowing is less than its CFR or underlying need to borrow and represents the use of internal balances rather than borrowing from the market.
Liquidity Risk	The risk of not being able to trade an investment quickly to release cash.
LOBO	Lender's Option Borrower's Option – a long-term loan where the lender has the option to propose an increase in the interest rate on pre-determined dates. The borrower then has the option to either accept the new rate or repay the loan without penalty. LOBOs increase the borrower's interest rate risk and the loan should therefore attract a lower rate of interest initially.
Minimum Revenue Provision (MRP)	This is the amount charged against the Income and Expenditure Account for the year in relation to the repayment of debt on borrowing in order to fund capital expenditure.
Money Market Fund (MMF)	Mutual funds that invest in short term debt instruments. They offer a higher level of security than banks and interest rates are generally higher.
Obligor	An individual or company that owes debt to another individual or company (the creditor), as a result of borrowing or issuing bonds.
Operational Borrowing Limit	The amount the authority would normally borrow at any point of time in the year. This boundary might be exceeded temporarily but only in exceptional circumstances. The limit is set by Full Council at the beginning of March and is a prudential indicator.

Term	Meaning
Premia	This is the penalty applied to the early redemption of PWLB loans where rates have fallen since the loan was undertaken.
Prudential Code	A professional code of practice which provides regulatory framework to local authorities on capital expenditure, investments and borrowing activities.
Prudential Indicators	A set of indicators developed within the Prudential Code which define thresholds for investment and borrowing within a local authority.
PWLB	Public Works Loans Board – a government agency providing long- and short-term loans to local authorities. Interest rates are generally lower than the private sector and slightly higher than the rates at which the Government themselves may borrow.
Quantitative Easing	This is where the government buy back their own gilt issuance to effectively pump money into the financial markets of the economy.
Re-scheduling	This relates to repaying existing borrowing early and replacing it with borrowing for a different period usually, but not necessarily, at lower rates
Return	The gain from holding an investment over a given period
Security	An investment instrument, other than an insurance policy or fixed annuity, issued by a corporation, government or other organisation which offers evidence of debt or equity.
SONIA	Sterling Overnight Interbank Average – a key Bank of England interest rate benchmark; it is a measurement of the cost of borrowing and reflects the average of interest that banks pay to borrow sterling overnight from other financial institutions.
Sovereign Exposure	Risk of exposure to one particular country.
Supranational Bonds	These are bonds (similar to gilts) issued by multi government development organisations and are supported by all of the governments who form part of the organisation. E.g. European Investment Bank and are usually very secure.
Treasury Management Code (TM Code)	CIPFA's Code of Practice for Treasury Management in the Public Services and Cross-Sectoral Guidance Notes, to which local authorities are required by law to have regard.

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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

26 February 2026

2026/27 Prudential Indicators

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Service
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton – Head of Corporate & Capital Finance
Officer Contact Details:	**Tel:** 01952 383750 **Email:** edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	11 September 2026
Report considered by:	SMT – 13 January 2026 Business Briefing – 22 January 2026 Cabinet – 12 February 2026 Full Council – 26 February 2026

1.0 Recommendations for decision/noting:

1.1 It is recommended that Full Council approves the prudential indicators proposed in this report.

2.0 Purpose of Report

2.1 To consider the prudential indicators for 2026/27 to 2028/29 required under the Prudential Code of Capital Finance in Local Authorities and to approve the indicators for 2026/27.

3.0 Background

3.1 The Treasury Management in the Public Services: Code of Practice (CIPFA, 2021) and the accompanying Guidance Notes set out good practice in treasury management and are complementary to this Code.

The Local Government Act 2003 requires the Authority to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (2021 Edition) (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice.

The general ongoing principles of the Prudential Code, including the requirement that an authority must not borrow to invest primarily for financial return, applied with immediate effect.

The general approach of the code is to require the Council to set estimates and limits on its borrowing and features associated with borrowing. The underlying philosophy is that the Council should set limits that ensure borrowing is affordable in the medium to long term. Affordability is determined by the overall amount of borrowing and the interest rate at which it is done. Because borrowing is only permissible (and will remain so) for capital expenditure local authorities have traditionally borrowed at longer term fixed rates of interest (i.e. over 1 year). This helps ensure stability over the medium term; for example, a variable rate loan currently at 2.5% may be less attractive than a fixed rate loan at 2.8% if there is thought to be a reasonable possibility that variable rates will rise above 3.2% within a year. To help ensure financial stability the code requires authorities to consider the structure of their borrowing.

The code also requires authorities with significant investments to set indicators associated with lending money.

4.0 Summary of main proposals

4.1 Section 5 of the report considers the indicators and recommends what the indicators should be for 2026/27. In most cases indicators have to be provided for 3 financial years ahead, so figures are also provided for 2027/28 and 2028/29. In proposing these indicators, a pragmatic approach has been taken, i.e. known Council plans (including the present treasury structure) have been considered therefore, this set of proposed indicators is consistent with the assumptions used throughout the suite of MTFS reports.

For each indicator, ***the CIPFA requirements of the code are set out in bold italics.*** The limits proposed by the Chief Finance Officer for 2026/27 are then set out. An explanation is provided, unless the indicator and limits are completely self-explanatory.

5.0 Prudential Indicators

5.1 Prudential Indicators of Affordability – Ratio Affordability Measure

The local authority will estimate for the forthcoming financial year and the following two financial years the ratio of financing costs to net revenue stream. This prudential indicator shall be referred to as estimates of ratio of financing costs to net revenue stream.

In Telford & Wrekin's case this indicator makes more sense if Local Government Reorganisation (LGR) debt paid over to Shropshire Council is included***.***

	Year 1 2026/27	Year 2 2027/28	Year 3 2028/29
Ratio of financing cost to net revenue stream	7.64%	8.14%	7.96%

The indicator has been calculated as debt interest costs divided by budget requirement for the general fund element. The general fund indicator above shows a slight increase in the ratio between 2026/27 and 2028/29, which is broadly in line with the expected prudential borrowing noted in 5.5.

5.2 Prudential Indicators of Affordability – Incremental Housing Rent Affordability Measures

This Indicator does not apply to Telford & Wrekin Council as the Council does not operate council housing through a "Housing Revenue Account".

5.3 Estimates of Capital Financing Requirement

The local authority will make reasonable estimates of the total capital financing requirement at the end of the forthcoming financial year and the following two years. These prudential indicators shall be referred to as:

Estimate of capital financing requirement as at the end of years 1, 2 and 3.

The capital financing requirement is a concept in the Prudential System but can simply be understood as the Council's underlying need to borrow money over the long term. The code requires that the figure is calculated gross, to include debt that is paid for by other authorities following Local Government Reorganisation (LGR), so in Telford & Wrekin's case, these figures have limited meaning, and locally the indicator needs adjusting for LGR debt.

The table below shows the estimated cumulative **Capital Financing Requirement (CFR)** at a point in time. These estimates include the impact of the Public Finance Initiative (PFI).

	31/03/26 £m	31/03/27 £m	31/03/28 £m	31/03/29 £m
Estimated Total CFR	676.078	746.733	798.211	811.474

The movement in the CFR is consistent with other planning assumptions.

The purpose of the **Gross Debt and Capital Financing Requirement** is to highlight a situation where the Council is planning to borrow in advance of need. If Gross Debt exceeds CFR (which they don't), this would indicate that the Council are borrowing in advance of need.

	31/03/26 £m	31/03/27 £m	31/03/28 £m	31/03/29 £m
Estimated Outstanding Borrowing (at nominal value)	491.1	565.7	625.3	647.7
Other long-term Liabilities	39.1	38.6	34.7	30.1
Gross Debt	**530.2**	**604.3**	**660.0**	**677.8**

5.4 Treasury Management Prudential Indicators

The Council adopted the revised CIPFA Code of Practice for Treasury Management in Public Services at its meeting in March 2010. Treasury Management Practices (TMPs) have been established by the Chief Finance Officer in line with the advice of our Treasury Management Advisors and are kept up to date with support from our Treasury Management Advisors. Although not a formal indicator, the Council must have regard to the Treasury Management Code.

5.5 Capital Expenditure and Capital Commitments Prudential Indicators

The local authority will make reasonable estimates of the total of capital expenditure that it plans to incur during the forthcoming financial year and at least the following two financial years. These prudential indicators shall be referred to as:

Estimate of total capital expenditure to be incurred in years 1, 2 and 3

The Medium-Term Financial Strategy and Capital Programme Report to Council for 2026/27 identifies programmed capital schemes, and subsequent year's capital needs. The estimates of capital expenditure to be incurred are -

	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Capital Receipts	6.877	3.571	1.340	6.000
Capital Grants	49.777	36.457	40.680	22.776
Revenue	0.841	0.250	0.000	0.000
External	3.548	1.426	0.000	0.000
Prudential Borrowing	63.274	74.612	59.574	22.382
Total Financing	**124.317**	**116.316**	**101.594**	**51.158**

It is only the row relating to prudential borrowing that impacts on prudential indicators. These figures include further investment in NuPlace, the Council's wholly owned Housing Company, and Property Investment Portfolio both of which should generate returns for the Council well in excess of the associated debt charges and in addition to the significant community benefits that these schemes provide.

After the year-end, the actual capital expenditure incurred during the financial year will be recorded. This prudential indicator will be referred to as:

Actual capital expenditure

Actual capital expenditure for 2024/25: £87.173m

Estimated capital expenditure 2025/26: £124.317m

5.6 External Debt Prudential Indicators

Authorised Limit

The local authority will set for the forthcoming financial year and the following two financial years a prudential limit for its total external debt, gross of investments, separately identifying borrowing from other long-term liabilities. This prudential indicator shall be referred to as:

Authorised limit for external debt = authorised limit for borrowing + authorised limit for other long-term liabilities for years 1, 2 and 3.

The recommended Authorised Limit for External Debt for -

Authorised Limit	2026/27 £m	2027/28 £m	2028/29 £m
Borrowing	760.0	830.0	840.0
Other Long-Term Liabilities	50.0	40.0	40.0

This limit represents the maximum amount the Council may borrow at any point in time in the year. It has to be set at a level the Council considers is "prudent". (This limit is analogous to the limit on borrowing set out in section 44 of the 1989 Act). Because it is ultra vires to exceed, the authorised limit must be set so as to avoid circumstances in which the Council would need to borrow more money than this limit.

Other long-term liabilities include items that would appear on the balance sheet of the Council that are analogous to borrowing. For example, the capital cost of leases would be included.

Operational Boundary

The local authority will also set for the forthcoming financial year and the following two years an operational boundary its total external debt, gross of investments, separately identifying borrowing from other long-term liabilities. This prudential indicator shall be referred to as the:

Operational Boundary = operational boundary for borrowing + operational boundary for other long-term liabilities for years 1, 2 and 3.

The operational boundary is a measure of the maximum amount that the Council would normally borrow at any time during the year. The code recognises that circumstances might arise when the boundary might be exceeded temporarily but suggest a sustained or regular pattern of borrowing above this level ought to be investigated, as a potential symptom of a more serious financial problem.

The Recommended Operational boundary for External debt is -

Operational Boundary	2026/27 £m	2027/28 £m	2028/29 £m
External Debt	740.0	810.0	820.0
Other Long-Term Liabilities	45.0	35.0	35.0

5.7 Interest Rate Exposure

The local authority will set, for the forthcoming year and the following two years, limits to its exposures to the effects of changes in interest rates. These prudential indicators will relate to both variable interest rates and fixed interest rates and will be referred to respectively as the upper limits on variable and fixed interest rate exposures.

There is no requirement in the code to set lower limits; however, given the risks associated with having excessively high relatively short fixed, or variable rate borrowing, it is suggested that lower limits are set locally for longer maturing fixed rate borrowing.

Variable rate exposures

Borrowing that is at variable rates LESS Investments that are variable rate investments

The limits proposed are as follows -

	2026/27	2027/28	2028/29
Net variable limit	70%	70%	70%

We have also set a local indicator for setting a maximum exposure for variable rates as a percentage of total investment plus total debt. The limit proposed would be as follows -

	2026/27	2027/28	2028/29
Upper limit	70%	70%	70%

Fixed Interest Rate Exposure

Borrowing that is at fixed rates LESS Investments that are fixed rate investments

Expressed as a percentage or absolute of total borrowing less investments.

The limits (expressed as an absolute of total fixed borrowing less total fixed investments) proposed are as follows -

Fixed Rate Risk	2026/27	2027/28	2028/29
Upper limit	100%	100%	100%
Lower limit	30%	30%	30%

In principle, it may be necessary / desirable for all borrowing at a point in time to be at a fixed rate. The lower limit is effectively the counterpart to the upper limit for variable rate exposure.

5.8 Prudential limits for the maturity structure of fixed rate borrowing

The local authority will set for the forthcoming year both upper and lower limits with respect to the maturity structure of its borrowing, calculated as follows

Amount of projected borrowing that is fixed rate maturing in each period Expressed as a Percentage of Total projected borrowing that is fixed rate at the start of the period*, where the periods in question are*

- ***Under 12 months***
- ***1 year and within 2 years***
- ***2 years and within 5 years***
- ***5 years and within 10 years***
- ***10 years and within 20 years***
- ***20 years and within 30 years***
- ***30 years and within 40 years***
- ***40 years and within 50 years***
- ***50 years+***

The proposed prudential limits are as follows;

Maturity	Lower Limit %	Upper Limit %
Under 12 months	0	70
1-2 years	0	30
2-5 years	0	50
5-10 years	0	75
10-20 years	0	75
20-30 years	0	75
30-40 years	0	100
40-50 years	0	100
Over 50 years	0	100

Under the investment guidance issued by Ministry, Housing, Communities & Local Government (MHCLG (previously DLUHC)) the Council needs to set indicators for ***principal sums invested for periods longer than 1 year*****.** It is recommended that we set the following limit -

Maximum principal investment that can be invested for more than 1 year

	2026/27	2027/28	2028/29
Upper limit	95%	95%	95%

6.0 Alternative Options

6.1 The Prudential Indicators are set in accordance with the requirements of the Prudential Code for Capital Finance in Local Authorities.

7.0 Key Risks

7.1 The Prudential Indicators are set to mitigate risks in relation to Treasury Management Activities.

8.0 Council Priorities

8.1 Effective management of the Council's Treasury portfolio helps support the Council's overall financial position through minimising borrowing costs and optimising investment income whilst following the principles of Security, Liquidity and Yield; and therefore supports the delivery of all Council priorities.

9.0 Financial Implications

9.1 The prudential indicators provide a framework for 2026/27 in which the Council conducts its treasury activities, consistent with good treasury risk management.

The Code indicates that "in all cases, the process of setting prudential indicators for treasury management should be accompanied by a clear and integrated forward treasury management strategy, and a recognition of the pre-existing structure of the authority's borrowing and investment portfolios." The indicators proposed here take account of the existing structure of borrowing and all reasonable restructuring activity that might occur.

In setting or revising its prudential indicators, the Council is required to have regard to the following matters:

- service objectives, e.g. strategic planning for the authority,
- stewardship of assets, e.g. asset management planning,
- value for money, e.g. option appraisal,
- prudence and sustainability, e.g. risk, implications for external debt and whole life costing,
- affordability, e.g. implications for council tax, and
- practicality, e.g. achievability of the forward plan.

The first 3 items are largely considered in the current arrangements as part of the asset management planning / corporate capital strategy processes. Item 4 is inherent to the prudential indicator setting process and Items 5 and 6 in financial terms have been taken account of by the Chief Finance Officer in presenting the Medium-Term Financial Strategy.

10.0 Legal and HR Implications

10.1 Under s.15 Local Government Act 2003, local authorities are required to have regard to any statutory guidance. CIPFA's Prudential Code for Capital Finance in

Local Authorities is considered to be mandatory guidance for the purpose of the LGA 2003 and sets out that prudential indicators must be set annually.

11.0 Ward Implications

11.1 There are no impacts on specific wards in this report.

12.0 Health, Social and Economic Implications

12.1 The Economic Climate has direct relevance to Treasury Management and is covered in detail in the report and accompanying appendices.

13.0 Equality and Diversity Implications

13.1 N/A

14.0 Climate Change and Environmental Implications

14.1 N/A

15.0 Background Papers

1 CIPFA Treasury Management in the Public Services – Code of Practice and cross-sectional guidance notes (2021 edition)
2 CIPFA The Prudential Code for Capital Finance in Local Authorities (2021 edition)
3 Local Government Act 2003

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	05/01/2026	06/01/2026	ER
Legal	05/01/2026	06/01/2026	RP
Director	05/01/2026	06/01/2026	MLB

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Telford & Wrekin Co-operative Council

Protect, care and invest to create a better borough

Borough of Telford and Wrekin

Full Council

Thursday 26 February 2026

Council Tax - Formal Resolutions for 2026/27

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance & Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People & IDT
Service Area:	Finance, People & IDT
Report Author:	Edward Rushton – Head of Corporate & Capital Finance
Officer Contact Details:	**Tel:** 01952 383750 **Email:** edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Full Council - 26 February 2026

1.0 Recommendations for decision/noting:

Full Council is recommended to approve:

1.1 the formal resolutions to determine the levels of Council Tax for 2026/27.

2.0 Purpose of Report

2.1 Council Tax levels must be approved by Full Council. This report sets out the formal resolutions to determine the levels of Council Tax for Telford & Wrekin Council for 2026/27. The levels of tax take account of the requirements of Telford & Wrekin Council, the West Mercia Police & Crime Commissioner, Shropshire and Wrekin Fire Authority, and the various Parish and Town Councils.

3.0 Background

3.1 The Council Tax Base was approved at Full Council on 22 January 2026. The Council's Medium Term Financial Strategy, including the budget for 2026/27, was agreed earlier at this meeting.

3.2 The budget is made up of a General Fund element and a much smaller Special Fund element. The Special Fund is required to ring fence costs that apply to areas that were previously unparished and where the Council still provides some additional services which otherwise would normally be provided by Town and Parish Councils. These services mainly relate to footway lighting and/or cemeteries.

3.3 The proposals set out in this report represent a 4.99% increase on the average Council Tax levied by Telford & Wrekin Council across the Borough as a whole which is in line with the increase assumed by the Government when the funding settlement for 2026/27 was announced in December 2025.

3.4 This increase includes an element, equivalent to a 2% Council Tax increase in 2026/27, relating to Adult Social Care which was introduced by the Government in 2016/17. This element of the increase must be ring-fenced to be spent on Adult Social Care Services. The 2% increase contributes £1.936m towards the £15.757m additional ongoing net investment that the Council needs to make to support Adult Social Care services in 2026/27.

3.5 Council Tax levels are based on spending requirements and the council tax base (number of chargeable Band D equivalent dwellings). If the recommendations in this report are approved the Band D Council Tax would be:

Authority		**Band D Council Tax £**	**Increase %**
Telford & Wrekin	General Fund (including Adult Social Care)	1,678.79	
	Special Fund	15.40	
Telford & Wrekin	**Total (including Adult Social Care)**	**1,694.19**	**4.99**
West Mercia Police & Crime Commissioner		306.5	5.15
Shropshire and Wrekin Fire & Rescue Authority		124.44	4.18
Parish & Town Councils		131.12	7.86
Total Council Tax		**2,256.25**	**5.13**

3.6 The increases in overall council tax will vary dependent on parish area. Overall the total average bill has increased by 5.13% after including the increases by West Mercia Police & Crime Commissioner, Shropshire & Wrekin Fire & Rescue Authority and the average increase applied by Parish and Town Councils. The average

increase in overall bills represents a range from 4.55% to 6.96% depending on variations in Parish and Town Council spending and precepts.

3.7 While the total average Band D bill will be £2,256.25, the majority of properties in the Borough fall in Bands A and B – the average total bill for a Band A property is £1,504.16 and for a Band B property the average total bill is £1,754.86.

4.0 Summary of main proposals

4.1 That it be noted that at its meeting on 22 January 2026, the Council calculated the following amounts for the year 2026/27 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 made under Section 33 of the Local Government Finance Act 1992 as amended (The Act):-

(a) **60,015.91** being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (The Regulations), as its Council Tax base for the year (The Council Tax Base).

(b) **Part of the Council's Area Tax Base**

The Parish of:-

CHETWYND	298.35
CHETWYND ASTON & WOODCOTE	364.25
CHURCH ASTON	521.66
DAWLEY HAMLETS	2,884.40
DONNINGTON & MUXTON	4,466.07
EDGMOND	589.15
ERCALL MAGNA	696.74
GORGE,THE	1,637.03
GREAT DAWLEY	3,026.13
HADLEY & LEEGOMERY	4,906.97
HOLLINSWOOD & RANDLAY	1,549.09
KETLEY	1,514.06
KYNNERSLEY	84.06
LAWLEY & OVERDALE	4,315.49
LILLESHALL	589.23
LITTLE WENLOCK	245.35
MADELEY	4,607.83
NEWPORT	4,535.13
OAKENGATES	2,592.71
PRESTON	126.15
RODINGTON	391.74
ST GEORGES & PRIORSLEE	5,125.92
STIRCHLEY & BROOKSIDE	2,478.37
TIBBERTON & CHERRINGTON	451.29
WATERS UPTON	606.22
WELLINGTON	7,574.30
WROCKWARDINE	2,155.31
WROCKWARDINE WOOD & TRENCH	1,644.50
	59,977.50

These are the amounts calculated by the Council in accordance with Regulation 6 of The Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which one or more special items relate.

4.2 That the following amounts be now calculated by the Council for the year 2026/27 in accordance with Sections 31 to 36 of The Act:-

(a) £596,220,420 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils.

(b) £486,672,179 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

(c) £109,548,241 being the amount by which the aggregate at 4.2(a) above exceeds the aggregate at 4.2(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.

(d) £1,825.31 being the amount at 4.2(c) above divided by the Council Tax base, calculated by the Council in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including parish precepts and special items).

(e) £8,793,925 being the aggregate amount of all special items referred to in Section 34(1) of the Act.

(f) £1,678.79 being the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates (calculated by deducting from the amount at 4.2(d) above, the quotient of the amount at 4.2(e) above divided by the Council Tax Base). The only area that this relates to is the Parish of Eyton.
This includes the Adult Social Care element of £298.09.

(g) **Part of the Council's Area**

The Parish of:	**£**
Chetwynd	1,695.54
Chetwynd Aston & Woodcote	1,719.97
Church Aston	1,743.33
Dawley Hamlets (SF2*)	1,737.95
Donnington & Muxton	1,746.79
Edgmond	1,734.21
Ercall Magna	1,750.40
The Gorge (SF2*)	1,787.18
Great Dawley (SF2*)	2,048.16

Hadley & Leegomery	1,809.12
Hollinswood & Randlay	1,928.57
Ketley	1,855.46
Kynnersley	1,710.90
Lawley & Overdale (SF2*)	1,839.35
Lilleshall	1,805.87
Little Wenlock	1,761.49
Madeley (SF2*)	1,884.76
Newport	1,829.61
Oakengates (SF2*)	1,996.64
Preston	1,694.64
Rodington	1,797.49
St. Georges & Priorslee (SF1*)	1,734.46
Stirchley & Brookside(SF2*)	1,882.38
Tibberton & Cherrington	1,694.06
Waters Upton	1,735.48
Wellington (SF2*)	1,836.82
Wrockwardine	1,733.78
Wrockwardine Wood & Trench (SF1*)	1,770.45

**SF1 indicates a parish in the special fund area which has taken over responsibility for footway lighting. An additional charge of £0.00 per Band D is made for cemeteries.*

**SF2 indicates a parish in the special fund area which has not taken over responsibility for footway lighting. An additional charge of £30.13 per Band D is made for footway lighting.*

Being the amounts given by adding to the amount at 4.2(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 4.1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

(h) The amounts in Appendix A being the amounts given by multiplying the amounts at 4.2(f) and 4.2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4.3 **The West Mercia Police & Crime Commissioner precept** for 2026/27 was set on 5 February 2026. The following amounts were stated in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

Valuation Band	Amount £
A	204.33
B	238.39
C	272.44
D	306.50
E	374.61
F	442.72
G	510.83
H	613.00

4.4 **The Shropshire and Wrekin Fire & Rescue Authority's precept** for 2026/27 was set on 17 February 2026. The following amounts were stated in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

Valuation Band	Amount £
A	82.96
B	96.79
C	110.61
D	124.44
E	152.09
F	179.75
G	207.40
H	248.88

4.5 That, having calculated the aggregate in each case of the amounts at 4.2(h) and 4.3 and 4.4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act, 1992, hereby sets the amounts in Appendix B as the amounts of council tax for the year 2026/27 for each of the categories of dwellings shown.

5.0 Alternative Options

5.1 The Council Tax Resolutions are calculated in accordance with statutory regulations.

6.0 Key Risks

6.1 These are considered as part of the Medium Term Financial Strategy report.

7.0 Council Priorities

7.1 The level of Council Tax is a product of the Medium Term Financial Strategy which is integral to ensuring that available resources are used as effectively as possible to deliver corporate priorities.

8.0 Financial Implications

8.1 The financial impacts are detailed in the Medium Term Financial Strategy report.

9.0 Legal and HR Implications

9.1 The Council must make calculations concerning its spending and Council Tax for the area to enable the Council's statutory obligations to be fulfilled. Members should note that the Local Government Finance Act 1992 imposes a statutory duty upon the Council to calculate its council tax requirement and to set its Council Tax for 2026/27 before the 11 March 2026. Details of those Regulations and how they have been observed are set out in this report.

10.0 Ward Implications

10.1 Council Tax is set at parish level in order to reflect the council tax due in each Town or Parish Council area. There are no direct impacts on specific wards.

11.0 Health, Social and Economic Implications

11.1 There are no Health, Social and Economic Implications directly arising from this report.

12.0 Equality and Diversity Implications

12.1 There are no Equality and Diversity Implications directly arising from this report.

13.0 Climate Change and Environmental Implications

13.1 There are no Climate Change and Environmental Implications arising directly from this report.

14.0 Background Papers

1 Medium Term Financial Strategy 2026/27 – 2029/30 report
2 2026/27 Local Government Finance Settlement
3 Setting of Council Tax Base for 2026/27 report
4 Parish & Town Council Precept Requests
5 Police & Crime Commissioner Precept Request
6 Fire Authority Precept Request
7 Acts, Directions and Regulations as quoted above

15.0 Appendices

A Unitary Authority and Town/Parish Council's Tax Level 2026/27
B Total Council Tax Levels for Telford & Wrekin Council for 2026/27

16.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	13/02/2026	13/02/2026	ER
Legal Services	13/02/2026	17/02/2026	RP
Director	13/02/2026	13/02/2026	MLB

Appendix A

UNITARY AUTHORITY AND TOWN/PARISH COUNCIL'S COUNCIL TAX LEVEL 2026/27

Part of the Parish Council's Area The Parish Of :-	A £	B £	C £	D £	E £	F £	G £	H £
CHETWYND	1,130.34	1,318.73	1,507.12	1,695.54	2,072.32	2,449.10	2,825.88	3,391.08
CHETWYND ASTON & WOODCOTE	1,146.63	1,337.73	1,528.84	1,719.97	2,102.18	2,484.39	2,866.60	3,439.94
CHURCH ASTON	1,162.20	1,355.90	1,549.60	1,743.33	2,130.73	2,518.13	2,905.53	3,486.66
DAWLEY HAMLETS	1,158.61	1,351.71	1,544.82	1,737.95	2,124.15	2,510.36	2,896.56	3,475.90
DONNINGTON & MUXTON	1,164.51	1,358.59	1,552.68	1,746.79	2,134.96	2,523.13	2,911.30	3,493.58
EDGMOND	1,156.12	1,348.81	1,541.50	1,734.21	2,119.58	2,504.96	2,890.33	3,468.42
ERCALL MAGNA	1,166.92	1,361.40	1,555.89	1,750.40	2,139.37	2,528.34	2,917.32	3,500.80
EYTON	1,119.18	1,305.71	1,492.24	1,678.79	2,051.85	2,424.91	2,797.97	3,357.58
THE GORGE	1,191.43	1,390.00	1,588.58	1,787.18	2,184.32	2,581.47	2,978.61	3,574.36
GREAT DAWLEY	1,365.42	1,592.99	1,820.56	2,048.16	2,503.29	2,958.44	3,413.58	4,096.32
HADLEY & LEEGOMERY	1,206.06	1,407.07	1,608.08	1,809.12	2,211.14	2,613.16	3,015.18	3,618.24
HOLLINSWOOD & RANDLAY	1,285.69	1,499.97	1,714.26	1,928.57	2,357.13	2,785.70	3,214.26	3,857.14
KETLEY	1,236.96	1,443.12	1,649.28	1,855.46	2,267.78	2,680.10	3,092.42	3,710.92
KYNNERSLEY	1,140.58	1,330.68	1,520.78	1,710.90	2,091.09	2,471.29	2,851.48	3,421.80
LAWLEY & OVERDALE	1,226.21	1,430.58	1,634.95	1,839.35	2,248.08	2,656.82	3,065.56	3,678.70
LILLESHALL	1,203.90	1,404.55	1,605.20	1,805.87	2,207.17	2,608.47	3,009.77	3,611.74
LITTLE WENLOCK	1,174.31	1,370.03	1,565.75	1,761.49	2,152.92	2,544.36	2,935.80	3,522.98
MADELEY	1,256.48	1,465.90	1,675.32	1,884.76	2,303.58	2,722.42	3,141.24	3,769.52
NEWPORT	1,219.72	1,423.01	1,626.30	1,829.61	2,236.18	2,642.76	3,049.33	3,659.22
OAKENGATES	1,331.07	1,552.92	1,774.77	1,996.64	2,440.32	2,884.02	3,327.71	3,993.28
PRESTON	1,129.74	1,318.03	1,506.32	1,694.64	2,071.22	2,447.80	2,824.38	3,389.28
RODINGTON	1,198.31	1,398.03	1,597.75	1,797.49	2,196.92	2,596.36	2,995.80	3,594.98
ST GEORGES & PRIORSLEE	1,156.29	1,349.00	1,541.72	1,734.46	2,119.89	2,505.32	2,890.75	3,468.92
STIRCHLEY & BROOKSIDE	1,254.90	1,464.05	1,673.20	1,882.38	2,300.67	2,718.98	3,137.28	3,764.76
TIBBERTON & CHERRINGTON	1,129.36	1,317.58	1,505.81	1,694.06	2,070.51	2,446.96	2,823.42	3,388.12
WATERS UPTON	1,156.97	1,349.80	1,542.63	1,735.48	2,121.13	2,506.79	2,892.45	3,470.96
WELLINGTON	1,224.52	1,428.61	1,632.70	1,836.82	2,244.99	2,653.17	3,061.34	3,673.64
WROCKWARDINE	1,155.84	1,348.48	1,541.12	1,733.78	2,119.06	2,504.34	2,889.62	3,467.56
WROCKWARDINE WOOD	1,180.28	1,377.00	1,573.71	1,770.45	2,163.87	2,557.30	2,950.73	3,540.90

Appendix B

TOTAL COUNCIL TAX LEVELS FOR TELFORD & WREKIN COUNCIL FOR 2026/27

Part of the Parish Council's Area The Parish Of :-	A £	B £	C £	D £	E £	F £	G £	H £
CHETWYND	1,417.63	1,653.91	1,890.17	2,126.48	2,599.02	3,071.57	3,544.11	4,252.96
CHETWYND ASTON & WOODCOTE	1,433.92	1,672.91	1,911.89	2,150.91	2,628.88	3,106.86	3,584.83	4,301.82
CHURCH ASTON	1,449.49	1,691.08	1,932.65	2,174.27	2,657.43	3,140.60	3,623.76	4,348.54
DAWLEY HAMLETS	1,445.90	1,686.89	1,927.87	2,168.89	2,650.85	3,132.83	3,614.79	4,337.78
DONNINGTON & MUXTON	1,451.80	1,693.77	1,935.73	2,177.73	2,661.66	3,145.60	3,629.53	4,355.46
EDGMOND	1,443.41	1,683.99	1,924.55	2,165.15	2,646.28	3,127.43	3,608.56	4,330.30
ERCALL MAGNA	1,454.21	1,696.58	1,938.94	2,181.34	2,666.07	3,150.81	3,635.55	4,362.68
EYTON	1,406.47	1,640.89	1,875.29	2,109.73	2,578.55	3,047.38	3,516.20	4,219.46
THE GORGE	1,478.72	1,725.18	1,971.63	2,218.12	2,711.02	3,203.94	3,696.84	4,436.24
GREAT DAWLEY	1,652.71	1,928.17	2,203.61	2,479.10	3,029.99	3,580.91	4,131.81	4,958.20
HADLEY & LEEGOMERY	1,493.35	1,742.25	1,991.13	2,240.06	2,737.84	3,235.63	3,733.41	4,480.12
HOLLINSWOOD & RANDLAY	1,572.98	1,835.15	2,097.31	2,359.51	2,883.83	3,408.17	3,932.49	4,719.02
KETLEY	1,524.25	1,778.30	2,032.33	2,286.40	2,794.48	3,302.57	3,810.65	4,572.80
KYNNERSLEY	1,427.87	1,665.86	1,903.83	2,141.84	2,617.79	3,093.76	3,569.71	4,283.68
LAWLEY & OVERDALE	1,513.50	1,765.76	2,018.00	2,270.29	2,774.78	3,279.29	3,783.79	4,540.58
LILLESHALL	1,491.19	1,739.73	1,988.25	2,236.81	2,733.87	3,230.94	3,728.00	4,473.62
LITTLE WENLOCK	1,461.60	1,705.21	1,948.80	2,192.43	2,679.62	3,166.83	3,654.03	4,384.86
MADELEY	1,543.77	1,801.08	2,058.37	2,315.70	2,830.28	3,344.89	3,859.47	4,631.40
NEWPORT	1,507.01	1,758.19	2,009.35	2,260.55	2,762.88	3,265.23	3,767.56	4,521.10
OAKENGATES	1,618.36	1,888.10	2,157.82	2,427.58	2,967.02	3,506.49	4,045.94	4,855.16
PRESTON	1,417.03	1,653.21	1,889.37	2,125.58	2,597.92	3,070.27	3,542.61	4,251.16
RODINGTON	1,485.60	1,733.21	1,980.80	2,228.43	2,723.62	3,218.83	3,714.03	4,456.86
ST GEORGES & PRIORSLEE	1,443.58	1,684.18	1,924.77	2,165.40	2,646.59	3,127.79	3,608.98	4,330.80
STIRCHLEY & BROOKSIDE	1,542.19	1,799.23	2,056.25	2,313.32	2,827.37	3,341.45	3,855.51	4,626.64
TIBBERTON & CHERRINGTON	1,416.65	1,652.76	1,888.86	2,125.00	2,597.21	3,069.43	3,541.65	4,250.00
WATERS UPTON	1,444.26	1,684.98	1,925.68	2,166.42	2,647.83	3,129.26	3,610.68	4,332.84
WELLINGTON	1,511.81	1,763.79	2,015.75	2,267.76	2,771.69	3,275.64	3,779.57	4,535.52
WROCKWARDINE	1,443.13	1,683.66	1,924.17	2,164.72	2,645.76	3,126.81	3,607.85	4,329.44
WROCKWARDINE WOOD	1,467.57	1,712.18	1,956.76	2,201.39	2,690.57	3,179.77	3,668.96	4,402.78