

Public Document Pack



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin

Business and Finance Scrutiny Committee

Wednesday 11 March 2026

6.00 pm

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

Democratic Services: Paige Starkey 01952 380110

Media Enquiries: Corporate Communications 01952 382406

Committee Members: Councillors N A M England (Chair), N Page (Vice-Chair), J Kaur, L Lewis, G Luter, S Syrda and R Tyrrell

	Agenda	Page
1.0	Apologies for Absence	
2.0	Declarations of Interest	
3.0	Minutes of the Previous Meeting	3 - 8
	To confirm the minutes of the previous meeting held on 15 January 2026.	
4.0	Innovative Approaches to Alternative Accommodation	9 - 16
	For the Committee to receive the working group outline to enable it to commence work exploring the provision of alternative accommodation solutions within areas of the Borough.	
5.0	Telford Land Deal	Verbal Report
	To receive an update on the Telford Land Deal.	

6.0 Work Programme Review

17 - 26

To review the updated Work Programme for the Business & Finance Scrutiny Committee.

7.0 Chair's Update

If you are reading these papers on an electronic device you have saved the Council £15.22 and saved 6.1kg of CO₂, based on average agenda printing costs for the 2022/23 municipal year.

BUSINESS AND FINANCE SCRUTINY COMMITTEE

Minutes of a meeting of the Business and Finance Scrutiny Committee held on Thursday 15 January 2026 at 6.00 pm in the Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

Present: Councillors N A M England (Chair), N Page (Vice-Chair), J Kaur, L Lewis, G Luter, S Syrda and R Tyrrell.

Also Present: Councillor Z Hannington (Cabinet Member for Finance, Governance & Customer Services).

In Attendance: M Brockway (Director: Finance, People & IDT), A Lowe (Director: Policy & Governance), P Starkey (Senior Democracy Officer (Scrutiny)), E Rushton (Head of Corporate & Capital Finance) and D Sidaway (Chief Executive).

BFSC17 Declarations of Interest

None.

BFSC18 Minutes of the Previous Meeting

RESOLVED – that the minutes of the previous meeting held on 5 November 2025 be confirmed as a correct record and signed by the Chair.

BFSC19 Medium Term Financial Strategy 2026/27 - 2029/30

By way of introduction, the Cabinet Member: Finance, Governance & Customer Services introduced the Medium-Term Financial Strategy 2026/27 – 2029/30 (MTFS), emphasising that the proposals set out within the report were far more than a financial plan but expressed the Council's values and priorities for creating a better borough.

The Cabinet Member highlighted the Council's sustained record of strong financial management over the past 14 years, noting that despite absorbing more than £195m in funding cuts from central Government, protecting and caring for the most vulnerable residents remained at the heart of all decision-making alongside investment in local services, neighbourhoods and the wider economy to ensure continued growth and resilience.

The Cabinet Member reiterated that every £1 generated locally through council tax collection was invested directly in supporting residents across the borough and thanked officers for their continued commitment and professionalism in managing the Council's finances during a period of intense national pressure.

The Director: Finance, People & IDT presented the report to the Committee which set out the position of the Council as it approached the end of the 2025/26 financial year, followed by a summary of the main proposals outlined within the budget for 2026/27 and had been agreed by Cabinet for consultation at its meeting on 6 January 2026.

The Director: Finance, People & IDT provided an overview of the budget breakdown explaining that the Council's net revenue budget for the 2025/26 financial year was £167m, of which, £128m (equivalent to 76% of the budget) was allocated to social care services. When services in Education & Skills were included, this increased to approximately 84% of total spending, leaving limited funding available for other Council functions.

The Committee heard that the Council had continued to face significant financial challenges driven by rising costs and sustained demand for services, particularly in Adult Social Care, Children's Safeguarding, homelessness and home-to-school transport. Despite these pressures, the Council maintains a strong track record of sound financial management, having delivered a balanced budget for 17 consecutive years.

The base budget for 2026/27 was set at £233.4m with approximately 70% allocated to Adult Social Care and Children's Social Care services. Pressures arising from population growth, increased demand for complex care and inflation had necessitated further investment including £15.8m of additional funding for Adult Social Care and £2.7m for Children's Safeguarding. The funding settlement from Government assumed that every local authority would increase Council Tax by the maximum allowed. That being the case, the MTFS proposed a general council tax increase equivalent to £0.72 per week for an average Band B property, alongside an Adult Social Care precept of £0.48 per week, generating £4.7m towards the additional £18.5m investment required for Social Care. Even with these increases, the Council would continue to have the lowest council tax levels in the Midlands for the services it provides.

The Committee noted that the capital investment programme totalled £437m and would fund a wide range of projects including:

- Over £88m for Nuplace and Telford & Wrekin Homes, plus affordable and specialist housing programmes.
- Over £59m to support further Growth Fund initiatives.
- Over £103m for transport and highways.
- Over £41m for education capital projects.
- £16.3m for leisure and cultural schemes.
- £56m for the Local Regeneration Fund and £22m for the Pride in Place Programme.

Members were informed that these schemes not only delivered essential infrastructure and community improvements but also generated significant ancillary financial returns, supporting wider service delivery and minimising the need for deeper service reductions.

The report also outlined new savings proposals totalling £19.1m to be delivered by 2028/29, primarily through service reviews, income generation and efficiencies. Since 2009/10, the Council had delivered £195.3m in ongoing annual savings.

The Director: Finance, People & IDT outlined the impact of key national changes including the implementation of the Fair Funding Review and a reset of the Business Rates Retention System from April 2026. Members heard that these reforms would fundamentally change the local government finance system, introducing updated funding formulas based on more accurate population and deprivation data and consolidating more than 30 grants into four new funding streams covering homelessness, rough sleeping and domestic abuse, children, families and youth, public health and a new crisis and resilience fund.

In December 2025, it was announced that the Council would expect to receive the first multi-year local government finance settlement in over a decade with provisional figures provided through to 2028/29. Council Tax referendum limits remained unchanged, including the 2% Adult Social Care precept. Additional funding for Adult Social Care had been built into the settlement rising nationally to £150m in 2026/27, £250m in 2027/28 and £500m by 2028/29, providing greater certainty for medium-term planning, although significant national cost pressures and local service demands continued to create challenges. The previous one-off Recovery Grant had been confirmed for the full multi-year period with the Council allocated £3m per year.

Members noted that the Council had a seventeen-year track record of closing the accounts within budget and had consistently maintained prudent levels of reserves and contingencies, including a general contingency of £3.95m, allowances of £3.5m for inflation and pay awards and had a Budget Strategy Reserve of £21.7m. Members were advised that the Council's accounts were prepared in accordance with relevant accounting standards and that historic delivery of £195m of savings demonstrated strong financial resilience.

The four-week budget engagement process was due to run from 7 January to 3 February 2026, with feedback sought from residents, businesses, Town and Parish Councils and the voluntary sector. Final recommendations were due to be considered by Cabinet at its meeting on 12 February 2026, which would contain recommendations to be considered by Full Council at its meeting later in the month on 26 February 2026.

In response to questions on the changing composition of funding and the increased Revenue Support Grant (RSG) allocation, the Director: Finance, People & IDT explained that the uplift resulted from the consolidation of previously separate grants into RSG worth £29m and the Council's allocation increasing by over £6m in 2026/27. Although the proportion of core funding derived from RSG would rise, council tax and business rates would remain the principal sources of income, reflecting the continued national shift toward locally generated funding.

In response to questions regarding the impact of the business rates revaluation and reset, the Director: Finance, People & IDT advised that the Council was currently preparing its NDR1 return, which would confirm the business rates position for 2026/27. Transitional protection arrangements would be in place for businesses experiencing notable increases, with government-led support expected for the hospitality sector. Any losses in retained income to local government would be offset through compensatory grant mechanisms.

In response to questions relating to value for money, the Head of Service: Corporate & Capital Finance, confirmed that external auditors had not raised any concerns in their most recent audit of the Council's financial position and governance arrangements. The Committee was advised that the Council had received strong value-for-money conclusions and that previous peer reviews had found the organisation to be well-led, financially resilient and delivering effective outcomes for residents. The Chief Executive noted that performance feedback, including resident surveys had continued to demonstrate high levels of satisfaction with local services. The Council had also been awarded Council of the Year in 2025 by the Local Government Chronicle.

In response to questions on general and special fund reserves, the Director: Finance, People & IDT reported that the Budget Strategy Reserve remained at £21.7m and had been maintained at this level for several years. While increasing reserves would provide additional financial resilience, this could only be achieved where year-end underspends occurred. The Director: People & IDT emphasised that the Council's reserves compared favourably with other authorities and were considered prudent in light of the national pressures faced.

In response to questions in relation to demand for Adult Social Care placements and the impact of changes to local hospital pathways, the Director: Finance, People & IDT explained that demand had risen both in volume and complexity. The authority continued to prioritise supporting people to remain in their own homes wherever possible, but increases in demand for beds were being seen. The Chief Executive added that whilst pressures across the health system were significant, the transition of the Princess Royal Hospital site to an elective centre was not expected to materially change demand patterns, with system-wide winter pressures remaining the primary driver.

In response to questions regarding the monitoring and delivery of savings, the Director: Finance, People & IDT highlighted the Council's robust financial monitoring arrangements, including regular reporting to Cabinet and Full Council, RAG-rated savings tracking and a weekly Budget Control Board reviewing progress across Adult Social Care. It was confirmed that these monitoring arrangements allowed for early warning indicators, with comprehensive oversight provided through Senior Management Team reviews and scrutiny of quarterly Financial Monitoring Reports.

Following the discussion, Members agreed that no further meetings would be required to consult on the budget proposals and that the drafting of a formal budget response be delegated to the Chair of the Committee in consultation with the remainder of the Committee.

RESOLVED – that a formal response from the Business & Finance Scrutiny Committee in support of the Medium-Term Financial Strategy 2026/27 – 2029/30 be included in the final version of the strategy for consideration by Cabinet on 12 February 2026 and Full Council on 26 February 2026.

BFSC20 Work Programme Review

The Director: Policy & Governance presented the updated work programme. The current focus of the Committee was the budget consultation however future meetings would focus on the items identified in the work programme.

As the Committee works to a rolling two-year work programme, some of items remaining on the work programme would be scheduled for the 2026/27 municipal year.

The Chair expressed an interest in the Committee undertaking a piece of work on the Pride in Place programme, exploring alternative accommodation options within the estates, including the potential repurposing of existing structures into single-person dwellings. The Committee indicated that they would welcome the opportunity for this topic to be brought to a future meeting, with arrangements for doing so to be agreed outside of the meeting.

BFSC21 Chair's Update

The Chair thanked Officers and Members for their participation in the meeting and the workshop which was held in the last week. As a decision was reached by the Committee in relation to the budget proposals, it was agreed that the meeting scheduled for Tuesday 20 January would no longer be required.

The meeting ended at 6.59 pm

Chairman:

Date: Tuesday 20 January 2026

This page is intentionally left blank



Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin

Business & Finance Scrutiny Committee

Wednesday 11 March 2026

Innovative Approaches to Alternative Accommodation

Working Group

Lead Director:	Anthea Lowe - Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Anthea Lowe - Director: Policy & Governance
Officer Contact Details:	Tel: 01952 383219 Email: anthea.lowe@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Not Key Decision
Forward Plan:	Not Applicable
Report considered by:	Business & Finance Scrutiny Committee – 11 March 2026

1.0 Recommendations for decision/noting:

It is recommended that Scrutiny Committee:-

- 1.1 Considers the contents of this report;
- 1.2 Approves the proposals for a working group as set out at section 4 to this report; and
- 1.3 Delegates authority to the Director: Policy & Governance, in consultation with the Chair of the Business & Finance Scrutiny Committee, to make amendments to the proposals to enable a programme of work to be carried out and a report presented to the Committee.

2.0 Purpose of Report

- 2.1 The purpose of this report is to provide members of the Business & Finance Scrutiny Committee with draft proposals for a working group to consider innovative approaches to alternative accommodation and, specifically, to provide an outline of the work planned to enable a report to be presented to the Committee at a future date.

3.0 Background

- 3.1 Members will be aware that the Borough of Telford & Wrekin was originally designed to accommodate around 250,000 residents. The current population is just over 190,000. Growth since the creation of Telford as a new town in 1968 did not progress as quickly as originally anticipated. Since Telford Development Corporation was dissolved in 1991, the population of Telford has grown, and continues to do so.
- 3.2 As Members would expect, to accommodate a growing population, there is a need to ensure adequate accommodation is available. It is important that such accommodation meets a variety of needs – one example is smaller low-cost homes aimed at single-person households. Where possible, ideas which include the repurposing of existing property within the Borough would be of particular interest. An area where this is particularly necessary is the more densely built-out areas of the South Telford new town estates.
- 3.3 Given the recent government announcement of £20m Pride in Place investment, matched by the Council in the sum of £10m, into the South Telford area, there is an opportunity to consider whether or not any of the innovative alternative accommodation initiatives that have been explored in other parts of the country would be of benefit within Telford.

4.0 Proposals

- 4.1 It is proposed that the Business & Finance Scrutiny Committee should constitute a working group to explore alternative accommodation initiatives which could potentially be utilised within Telford & Wrekin and provide a paper to the Committee with any recommendations the working group considers appropriate.
- 4.2 Given the impact that any accommodation plans would have for communities within the Borough, it is recommended that an invitation is made to the Communities Scrutiny Committee to undertake a joint exercise with the working group made up of Members from across both the Business & Finance Scrutiny Committee and the Communities Scrutiny Committee. Specifically, it is recommended that:-
- The working group comprise 7 Members – 4 drawn from Business & Finance Scrutiny Committee and 3 drawn from Communities Scrutiny Committee;
 - The Chair of the Business & Finance Scrutiny Committee acts as chair of the working group;
 - As far as possible, the working group be politically-balanced;

- The working group meets, from 1 April to 30 September between 6 – 8 times to consider information from expert witnesses, including from other local authorities who may have taken an innovative approach to providing alternative accommodation within their towns;
- The Terms of Reference for the Working Group will be finalised and adopted at its first meeting – suggested draft Terms of Reference are attached at **Appendix A**.

4.3 Whilst it is a matter for the working group to decide which avenues it wishes to explore, some examples of innovative work from across the country are contained in **Appendix B** attached to this report. It is recognised, of course, that these are of varying scale and not all may be of relevance to the work of the working group.

5.0 Council Priorities

5.1 The recommendations in this report align with the following Council priorities:

- All neighbourhoods are a great place to live; and
- A community-focussed, innovative council, providing efficient, effective and quality services.

6.0 Financial Implications

6.1 The activity of the working group will be met from existing resources. Advice will be provided to the working group on any relevant financial matters as the need arises.

7.0 Legal and HR Implications

7.1 There are no direct legal or HR implications arising from the contents of this report. Legal advice will be provided on an ongoing basis in respect of the work carried out by the working group.

8.0 Ward Implications

8.1 Whilst the activity of the working group may focus on key areas of the Borough, as the Scrutiny Committee is not a decision-making body, there are no direct ward implications arising from this report.

9.0 Health, Social and Economic Implications

9.1 There are no direct health, social and economic implications arising from this report although the final report from the working group may identify some relevant factors.

10.0 Equality and Diversity Implications

10.1 There are no direct equality and diversity implications arising from this report.

11.0 Climate Change, Biodiversity and Environmental Implications

11.1 There are no Climate Change, Biodiversity and Environmental Implications directly arising from this report.

12.0 Background Papers

12.1 None at this stage.

13.0 Appendices

- A Draft Terms of Reference
- B Examples of Innovative Approaches to Alternative Accommodation

14.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	02/03/2026	03/03/2026	RP
Finance	02/03/2026	03/03/2026	ER

Draft Terms of Reference

Scrutiny Committee Working Group: Innovative Alternative Accommodation

1. Purpose of the Working Group

- 1.1 The purpose of the Working Group is to explore, evaluate and make recommendations on innovative forms of alternative accommodation that could help address local housing needs. This includes unconventional housing models such as repurposing existing structures into accommodation suitable for single-person households, modular micro-units and other creative approaches.

2. Objectives

- 2.1 The working group will:-
- Assess local housing pressures and identify gaps
 - Review innovative housing models used elsewhere
 - Consider feasibility, including financial, planning, legal and regulatory implications
 - Explore opportunities for use of council-owned land, or public-sector owned redundant assets
 - Identify barriers and risks utilizing the RAIDO system of analysis (Risk, Assumptions, Issues, Dependencies, Opportunities);
 - Engage with relevant witnesses and subject-matter experts;
 - Develop evidence-based recommendations.

3. Scope

- 3.1 The review will consider garage conversions, micro-units, modular builds, pod structures, and other compact dwellings. It will also look at delivery models, regulatory frameworks, and social impact taking account of the growing and evolving needs of the Borough.

4. Membership

- 4.1 Membership will comprise 7 Members drawn from across the Business & Finance Scrutiny Committee (4) and Communities Scrutiny Committee (3)

and will be chaired by the Chair of the Business & Finance Scrutiny Committee.

- 4.2 Members will receive officer support from Housing, Planning, Prosperity and Investment, Insight, Legal and Finance.
- 4.3 The working group will be able to invite contributions from external parties.
- 4.4 Members of the working group will be asked to undertake activities outside of the formal working group meetings to collate evidence and information for consideration by the working group.

5. Chairing and Governance

- 5.1 The working group meetings will be informal and may take place either remotely via MS Teams or in person. Informal minutes will be taken.

6. Methodology

- 6.1 The working group may hold evidence sessions, site visits, case study reviews, and request officer and member research.

7. Outputs

- 7.1 The working group will produce a final report with findings and recommendations, including pilot opportunities and policy changes.

8. Timescale

- 8.1 The working group will operate for a period of approximately 6 months with around 6 – 8 meetings taking place during that time period. A draft report will be submitted to the Business & Finance Scrutiny Committee for consideration.

9. Review

- 9.1 These Terms of Reference may be amended by the working group.

Examples of Innovative Alternative Accommodation

Bristol City Council

Bristol has implemented the Gap House concept, delivering nine offsite-manufactured eco-homes on former garage plots. This includes the use of high-performance structural insulated panels (SIPs) and compact two-storey designs to address acute housing need. Supported by council-owned land and modern methods of construction.

Sources: RIBA Journal (2025), PremProperty (2025)

Cardiff Council

Cardiff is partnering with Wates Group to construct 235 modular homes aimed at reducing reliance on temporary accommodation. These factory-built units provide low-carbon, high-quality housing delivered quickly to address social housing pressures.

Source: Wates Group (2024)

Norwich City Council

Norwich delivered the award-winning Goldsmith Street development, a 100-home Passivhaus-certified scheme directly developed by the council. It has set national standards for sustainable, high-quality social housing.

Source: Good Homes Alliance (2026)

Cambridge City Council

Cambridge supported Marmalade Lane, a resident-led cohousing development designed around community living and low-energy performance.

Source: Good Homes Alliance (2026)

Newcastle City Council

Newcastle's The Malings neighbourhood demonstrates innovative urban design, energy efficiency and placemaking, showcasing alternatives to volume housebuilding.

Source: Good Homes Alliance (2026)

Sheffield City Council

Sheffield supported Little Kelham, a low-carbon regeneration of a former industrial site, with shared heating systems and sustainable design.

Source: Good Homes Alliance (2026)

This page is intentionally left blank

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
25 June 2025 – Committee Meeting					
Terms of Reference	For the Committee to agree the Terms of Reference for 2025/26.	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Constitutional Function.
	Outcomes: Members agreed the terms of reference for the 2025/26 municipal year.				
Work Programme	For the Committee to agree the proposed work programme for 2025/26.	Policy & Governance	A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Draft work programme delegated to each scrutiny committee by SMB 19 June 2025.
	Outcomes: Members agreed the updated work programme for the 2025/26 municipal year.				
Housing Investment Programme - Annual Update (Nuplace)	For the Committee to receive an annual update on the Council’s Housing Investment Programme, including key achievements over the last year and current progress of delivery of the programme.	Prosperity & Investment	Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Standing Item.
	Outcomes: Members received a presentation on the Housing Investment Programme which outlined the progress made during the 2024/25 financial year.				

Page 9

Agenda Item 6



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
17 September 2025 – Committee Meeting					
Financial Monitoring	For the Committee to receive a report on the Council's Financial Monitoring position for 2025/26	Finance, IDT & People	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Standing Item.
	Outcomes: Members received an update report outlining the Council's current financial monitoring position for the 2025/26 financial year.				



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
5 November 2025 – Committee Meeting					
Growth Fund	<p>For the Committee to review the Council’s property investment portfolio, with a specific focus on industrial units, assess how it continues to support with business growth and economic development and highlight areas of improvement.</p>	Prosperity & Investment	<p>Every child, young person and adult lives well in their community.</p> <p>Everyone benefits from a thriving economy.</p> <p>A community-focussed, innovative council providing efficient, effective and quality services.</p>	Committee Agenda Item	New suggestion received for the work programme.
	<p>Outcomes: Members received an update on the Growth Fund, which had invested £30.5m into new industrial premises across the Borough as part of the Council’s property investment portfolio. Members heard that Growth Fund had helped to deliver sustainable units, create and safeguard approximately 415 jobs and generate a strong financial return alongside additional business rates income. The Fund had continued to address gaps in the market, attract inward investment and support the Council’s priorities to protect, care and invest.</p>				



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
15 & 20 January 2026 – Committee Meeting					
Page 20 Medium Term Financial Strategy (Budget)	For the Committee to consult on the draft budget & policy framework proposals published by the Leader and any alternative proposals developed by opposition groups.	Finance, IDT & People	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	To fulfil the Committee’s role as a consultee on the Council’s draft budget and to consider any alternative proposals.
	Outcomes: Members received the annual budget report, including the Council’s strong financial track record, major national funding changes and proposed investments, particularly in Adult and Children’s Social Care. The presentation also set out key risks, the robustness of the Council’s reserves strategy and upcoming decision-making milestones in the budget approval process. The Committee provided a response on the proposals outlined by Cabinet for inclusion in the final report to be approved by Full Council at its meeting on 26 February 2026. As no alternative budget was presented, the scheduled meeting on 20 January was agreed to be cancelled.				



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
11 March 2026 – Committee Meeting					
Innovative Approaches to Alternative Accommodation	For the Committee to review alternative accommodation provisions within the Borough.	Prosperity & Investment People, Finance & IDT	All neighbourhoods are a great place to live. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item/Task & Finish Group	Scene setting to receive outline proposal for working group.
Outcomes:					
Telford Land Deal*	For the Committee to receive an update on the Telford Land Deal, considering the financial impact on the Council and its value for money.	Prosperity & Investment	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Standing Item.
Outcomes:					

Page 21

*Item to be removed from work programme due to the conclusion of 10 year term and the number of substantive items on the work programme.



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
Workshops					
Page 22 Adult Social Care	For the Committee to review the additional spend and budget pressures within Adult Social Care, understand the drivers behind increased demand and complexity, and consider the Council's approach to managing these pressures within the Medium Term Financial Strategy.	Adult Social Care People, Finance & IDT	Every child, young person and adult lives well in their community. A community-focussed, innovative council providing efficient, effective and quality services. Everyone benefits from a thriving economy.	Workshop	New suggestion received for the work programme following November Committee Meeting. To be scheduled to coincide with budget consultation meetings in January.
	Outcomes: Members received an update on the Adult Social Care (ASC) budget position, including increasing demand pressures driven by an ageing population, rising complexity of needs and market-wide cost challenges. They heard how ASC represents nearly half of the Council's total net budget and were briefed on the cost improvement plan and the financial model for 2026/27, including proposed investment and fee-related pressures. The Committee noted both the scale of the budget challenge and the mitigation strategy focused on prevention, market management, and maximising independence.				
Arthog	For the Committee to review the Arthog Outdoor Education Centre, focusing on financial sustainability and the educational and social value	Education & Skills Prosperity & Investment	Every child, young person and adult lives well in their community. A community-focussed, innovative council	Workshop	New suggestion received for the work programme following November Committee Meeting.



	delivered to ensure long-term viability and value for money to schools and community groups.		providing efficient, effective and quality services.		
<p>Outcomes: Members received an overview of the Arthog Outdoor Education Centre’s operation, financial context and the findings of the recent external review, which highlighted opportunities to increase income, update facilities, and improve occupancy. They heard that despite a strong reputation and high repeat bookings, the centre faces significant pressures from an evolving outdoor education market and ageing infrastructure. The Committee noted the proposed improvement options and efficiency measures already underway, including staffing changes, catering improvements and targeted marketing to expand the centre’s customer base.</p>					

Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
To be scheduled					
Leisure Services	For the Committee to undertake a review of the leisure service offer to better understand how to ensure the Council offer continues to remain responsive to resident needs and is operated efficiently and effectively.	Prosperity & Investment Communities, Customer & Commercial Services	Every child, young person and adult lives well in their community. A community-focussed, innovative council providing efficient, effective and quality services.	Workshop	New suggestion received for the work programme.
Outcomes:					
Pride in Our High Street	For the Committee to review the impact of the Pride in Our High Street programme and how the scheme has supported local businesses/traders.	Prosperity & Investment	Every child, young person and adult lives well in their community. Everyone benefits from a thriving economy. A community-focussed, innovative council providing efficient, effective and quality services.	Committee Agenda Item	Carried forward from 2024/25.
Outcomes:					



Issue / Topic	Brief Description	Directorate	Council Values/Priorities	Format	Meeting Comments
To be scheduled					
Wellington Market Regeneration	For the Committee to review the Council's investment into the regeneration of Wellington Market focusing on the support provided to businesses/traders and the wider economic impact on the town.	Prosperity & Investment	<p>All neighbourhoods are a great place to live.</p> <p>Everyone benefits from a thriving economy.</p> <p>A community-focussed, innovative council providing efficient, effective and quality services.</p>	Committee Agenda Item	New suggestion received for the work programme.
Outcomes:					

This page is intentionally left blank