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Telford & Wrekin  
Co-operative Council

Protect, care and invest  
to create a better borough

## Borough of Telford and Wrekin

### Cabinet

Thursday 11 June 2026

10.00 am

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

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**Democratic Services:** Jayne Clarke / Paige Starkey 01952 383205 / 380110

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**Lead Officer:** David Sidaway - Chief Executive 01952 380130

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#### Cabinet Members:

Councillor L D Carter Leader of the Council

Councillor R A Overton Deputy Leader and Cabinet Member: Safer Streets and Better Housing

Councillor P Davis Cabinet Member: Strong Communities, Local Pride & Veterans

Councillor Z Hannington Cabinet Member: Finance and Resident Services

Councillor C Healy Cabinet Member: Neighbourhoods, Planning & Sustainability

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

Councillor K Middleton Cabinet Member: Public Health and Unlocking Opportunities for All

Councillor O Vickers Cabinet Member: Jobs, Transport & Digital Connectivity

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

Councillor P Watling              Cabinet Member: Adult Care and Independent Living

### **Invitees**

Councillor A J Eade                Conservative

Councillor W L Tomlinson        Liberal Democrat

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**9.0 Representation on Outside Bodies 2026-27**  
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To consider representation on Outside Bodies for 2026/27.

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## CABINET

**Minutes of a meeting of the Cabinet held on Thursday 14 May 2026 at 10.00 am in the Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG**

**PUBLISHED ON TUESDAY 19 MAY 2026**

**(DEADLINE FOR CALL-IN: FRIDAY 22 MAY 2026)**

**Present:** Councillors L D Carter (Chair), R A Overton (Vice-Chair), P Davis, Z Hannington, C Healy, A D McClements, S A W Reynolds, P Watling and O Vickers.

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

### **Apologies for Absence:**

None.

### **CAB-60 Declarations of Interest**

There were no declarations of interest received from members.

### **CAB-61 Minutes of the Previous Meeting**

**RESOLVED** – that the minutes of the meeting held on 26 March 2026 be confirmed as a correct record and signed by the Chair.

### **CAB-62 Leader's Announcements**

No announcements were made by the Leader.

### **CAB-63 Building Safer & Stronger Communities in Telford and Wrekin**

The Deputy Leader and Cabinet Member for Highways, Housing and Enforcement presented a report, which provided an update on the Building Safer and Stronger Communities investment since 2021. If approved, the report sought approval to utilise Council funding as set out in the Medium-Term Financial Strategy (MTFS), to deliver initiatives and develop partnerships that promoted neighbourhood safety, which included measures to strengthen the Council's commitment to tackle domestic abuse and violence against women and girls (VAWG) while further enhancing the Youth Offer.

Councillor Overton presented a short video confirming that there was now around one in eight fewer crimes, and that antisocial behaviour and fly tips

had almost halved. Youth clubs, sports, chances to volunteer, mentor and coach - Building safer, stronger communities not only mattered, but it also worked.

The Council had provided funding of £1.5m to save a project that delivered.

Since 2021, the Council had taken a clear and decisive approach to standing on the side of its residents and through its Building Safer and Stronger Communities programme, it had made a conscious decision to do more, to invest, to intervene early, and to work in partnership to tackle the issues that mattered most to its communities. This approach had delivered real results, because this was not theory, but evidence.

Since the programme began, there had been a 12 % reduction in crime in key areas of the borough, a 45 % reduction in antisocial behaviour reports and a 43 % reduction in fly tipping in some areas, which was a significant achievement since it showed that when the Council invested locally, worked with partners and focused on prevention, it made a real difference to people's lives.

This programme started with a £2.5m investment in partnership with the West Mercia Police and the Police and Crime Commissioner. It had grown into a £6.5m programme of investment, which delivered targeted action where it was needed most. Also, it did not only reduce crime, but it had also improved neighbourhoods.

The Council had carried out over 700 proactive housing inspections to improve standards; acted on over 3,000 fly-tip incidents, with enforcement on more than 600 cases, and had supported thousands of residents through community environmental work. This was about visible, practical action that residents could see in their streets.

The Council needed to be honest about where it was today. Despite the success of this partnership approach, the Police and Crime Commissioner had withdrawn funding from April 2026, at a time when this approach was working, delivering and supporting policing priorities. That decision was quite simply backwards, because this programme reduced demand on the police, prevented crime before it happened and supported safer communities across the borough. Yet, despite this, the funding had been removed.

The Council would not step back and would continue this work by committing a further £1.5m Council funding to keep this programme going and evolve it into its next phase, which would build on what worked and what the Council would continue to deliver. It would also continue to drive down crime, antisocial behaviour and environmental crime, ensure a faster coordinated response to local issues and use data and intelligence to target resources where these were most needed.

The Council would strengthen its neighbourhood approach with local coordinators, clear area action plans and closer partnership work with police

and communities as well as a fast, visible response that residents expected to tackle fly -tipping, address antisocial behaviour and the installation CCTV, which would resolve issues quickly on the ground.

One of the most important parts of this programme was prevention and if young people were supported earlier, problems would be prevented later through this programme.

Over 14,000 youth activity sessions have been delivered through Urban Games, alongside 16,000 sessions through holiday activity programmes, with weekly programmes such as Talbot Kicks having engaged over 130 young people regularly. The borough now had 32 youth clubs, which provided safe spaces, activities, and opportunities. Evening and late-night provision would be extended and more activities at weekends and during holidays would be provided, which would continue to give young people positive alternatives to crime and antisocial behaviour.

Giving young people something to do and places to go, reduced boredom for many of them and provided positive outcomes of building better cohesive communities. The programme was not just about enforcement, but stronger communities, better well-being and people feeling safe where they lived.

The Council was already supporting over 30 community activity groups, which was improving health and reducing isolation and environmental volunteering through the borough's 2,000 Street Champions, was helping keep neighbourhoods clean. This was about pride in place and the programme showed exactly what the Council stood for.

The Council had stepped in when others would not and had invested where it mattered most and had delivered results for its residents. The Council was on its residents' side and would continue to protect its communities, care for its neighbours, and invest in what worked, because safe and stronger communities did not happen by chance. These were built through leadership, partnership, and investment, and that was exactly what the Council would continue to deliver by protecting, caring, and investing, creating a safer, stronger and better borough for everyone.

In supporting the recommendations, Cabinet Members said the report:

- reflected both the priorities as a Council and its responsibilities to its residents, ultimately the people it served and ensuring every resident in every neighbourhood felt safe supported and part of a community that they could be proud of.
- told a strong and positive story about the borough through action, investment and results that have been delivered for residents.
- outlined the progress the Council had made together through the Building Safer and Stronger Communities programme and working with partners, which was important.

- noted some of the achievements this brilliant programme had achieved across the borough.

The Leader of the Conservative Group welcomed the reduction in crime, violence and criminal activities in the borough the PCC and his budget, however stated that the government had provided an uplift of only £5.1m in the settlement, on top of a national insurance increase introduced by the Chancellor of £8.5m, which partly contributed towards a £19.1m increase in the cost of employing police officers, which was purely down to the government of the day.

The Leader of the Liberal Democrat Group welcomed the thrust of what the Council was doing and, in particular, its working in partnership with its partners.

**RESOLVED that:**

- 1. The achievements to date in Building Safer and Stronger Communities across the borough, be noted.**
- 2. From April 2026, the withdrawal of funding previously provided by the West Mercia Police and Crime Commissioner to Building Safer and Stronger Communities, be noted.**
- 3. The Council's allocation of funding to maintain the Building Safer and Stronger Communities programme, as set out in this report, to deliver initiatives and develop partnerships that promoted neighbourhood safety and youth activity across the borough, be noted.**
- 4. The prevention interventions and initiatives, as outlined in this report, which reinforced the Council's commitment in addressing violence against women and girls (VAWG) as part of the domestic abuse strategy, be enforced.**
- 5. The co-ordinated and rapid deployment of resources for youth engagement and community concerns by integrating current response times for environmental, highway, and antisocial behaviour matters, as outlined in this report, be endorsed.**
- 6. The Director for Neighbourhood and Enforcement, in consultation with the Deputy Leader, and Cabinet Member for Highways, Housing and Enforcement, be authorised to submit bids for external funding that enhanced neighbourhood safety.**

**CAB-64 Better Homes for All Update**

The Deputy Leader and Cabinet Member for Highways, Housing and Enforcement presented a report, which sought the approval of Cabinet for (1)

the revised Private Sector Housing Enforcement Policy (attached at Appendix G to this report), which had been updated to reflect the changes introduced by the Act; (2) an updated fee scale to reflect those changes; (3) the designation of a borough-wide Additional Licensing Scheme of all small HMOs comprising 3-4 occupants (which were not currently covered by the existing mandatory licensing regime) under the Housing Act 2004, and which included those buildings which fell within the definition of s.257 of the Housing Act 2004; and (4) the fees set out in Appendix F associated with the proposed scheme as well as updated fees in respect of the mandatory licensing regime.

Councillor Overton said that over recent years, the better homes for all programme had taken a clear and determined approach to improving housing standards across Telford and Wrekin since 2018 from building a strong track record tackling rogue landlords, to carrying out inspections and improving the quality of private rented homes for the borough's residents.

The Council had also to recognise that the borough had changed, was growing and with its population having increased significantly in recent years, demand for housing continued to rise. As a result, more people were turning to the private rented sector and with that, the borough was seeing a rapid increase in houses of multiple occupation (HMO). Historically, a higher concentration of HMOs had been seen in areas such as Sutton Hill, Brookside, Woodside, Hollinswood and Randlay, however, what was different now and what the report clearly highlighted was that this growth was no longer confined to those areas.

HMOs were expanding to parts of the north of the borough, including areas such as Wellington and Hadley, and an increase in mixed communities and emerging in neighbourhoods that would not previously have experienced this type of housing at scale.

This mattered since while HMOs were a vital part of the borough's housing solution, when these were unlicensed, unmanaged or poorly run, the consequences of this could be clearly seen. These consequences were being felt by tenants who lived in poor or unsafe conditions and by residents who experienced the impact on their communities. The evidence in the report showed clear links between HMOs and higher levels of antisocial behaviour and crime near those properties.

Through consultation engagement, residents had raised concerns about increasing antisocial behaviour, noise issues, litter, waste and untidiness, and the wider impact on the feel and cohesion of their communities. In some areas, particularly where HMOs had grown rapidly, there was also a perception and a stigma that neighbourhoods were changing ways that were not always positive. At the same time, the Council knew that many tenants living in these properties were among the most vulnerable in its borough and often felt unable to raise concerns directly, because they feared the consequences of speaking up.

Therefore, what was in place was a system that, in part, was reactive rather than proactive, reliant on complaints that may never come and unable to fully address the scale of change now being seen. This was why the Council was bringing forward these proposals today. It was about the next step since the Council could not manage today's housing challenges with yesterday's tools.

A borough wide licencing scheme meant the Council would know where every HMO was. The Council would inspect every property before a licence was issued and it could ensure that standards were applied consistently, not just to the largest properties, but to all HMOs. Critically, this was why the scheme needed to be borough wide. If the Council we focused on certain areas, it ran the risk of pushing problems elsewhere, create inconsistency and fail to protect residents equally across Telford and Wrekin.

The reality was clear. HMOs existed across the borough, and the Council's response needed to match that reality. This was not about being anti-landlord or stopping HMOs but was about raising standards, supporting good management and protecting communities.

Most landlords wanted to do the right thing, and the Council recognised the valuable role they played in providing housing, which was why this approach was balanced. Alongside licencing, the Council offered dedicated support for landlords. Advice and guidance on new regulations helped to manage tenancy issues early and practical tools to support compliance because the Council knew that good, well supported landlords, created better outcomes for everyone.

This was about helping landlords manage shared living property, to ensure tenants had safe, decent homes, and restore confidence in neighbourhoods.

In terms of fees, there was a cost to the HMO landlords to have this additional licence, which cost approximately 75 pence per day. This licence would show landlords were good, honest and had the standards their tenants deserved. It was also about tackling some of the misunderstandings and stigmas that could grow around HMOs.

Well-managed HMOs should be clean, safe, and a positive part of the borough's community. Poorly managed ones should not define the whole sector, and this was exactly what licencing would help the Council to address. Ultimately, this came back to the Council's values. It was on the side of its residents and was committed to protecting people, caring for its communities and investing in the future of this borough. The proposal did exactly that. It protected tenants, supported landlords and improved the places the Council's residents lived in. It ensured that the borough continued to grow, that the Council took people with it, and that it protected its neighbourhoods whilst maintaining the standards that people rightly expected by creating better homes, better standards for all and a better borough for everyone.

In supporting the recommendations, Cabinet Members said the report:

- showed the Council was committed to every resident having a safe and affordable home.
- sent a message to those landlords who were taking advantage of the fact the Council did not have the powers to enforce.
- set out the Council's proactive, resident-focused approach to raising housing quality, tackling inequalities and ensuring everybody had access to a safe, secure and decent place to live, which reflected the Council's values of fairness, opportunity and protecting the most vulnerable.

The Leader of the Liberal Democrat Group said that, for landlords, naturally any increase in administrative costs was always an additional burden and which inevitably they would probably pass on to the tenants, but overall the Council had to think of protection of the majority of people out there, particularly those vulnerable tenants and was pleased the Council was strengthening that protection.

The Leader of the Conservative Group said that everyone present wanted to see rogue landlords removed and the conditions that they brought to some of their properties and the way that they treated their tenants who should have security of a good home. However, he feared that the Renters Rights Act would reduce or have the effect of reducing rented housing supply and could push up rents and make some landlords more selective of tenants which would not help.

**RESOLVED that:**

- 1. The updated Private Sector Housing Enforcement Policy, which incorporated new provisions under the Renters Rights' Act 2025 (attached at Appendix G), be approved.**
- 2. The designation of a borough-wide Additional Licensing Scheme for Houses in Multiple Occupation ("HMOs"), as set out in this report, for a period of five years, with effect from 20 August 2026, be approved.**
- 3. An enhanced support package for landlords to assist compliance with the new requirements under the Additional Licensing Scheme and The Renters' Rights Act 2025, be approved.**
- 4. The revised HMO licensing fees (attached at Appendix F to this report), be approved.**
- 5. A 10% discount for all full and valid additional licence applications received within the three-month period immediately prior to the commencement date of the additional licensing scheme; namely from 20 May 2026 to 19 August 2026, be approved.**

6. **The Director of Housing, Commercial and Customer Services, in consultation with the Cabinet Member for Highways, Housing and Enforcement, be authorised to take such steps as are necessary to finalise and implement the Additional Licensing designation.**

#### **CAB-65 Annual Governance Statement 2025/26**

The Cabinet Member for Finance, Governance and Customer Services presented, for approval, the Annual Governance Statement (“AGS”) for the year 2025/26, in accordance with the requirements of the Accounts and Audit Regulations 2015.

Councillor Hannington said that the AGS for 2025-26, formed part of the Council’s statutory responsibilities and accompanied the Statement of Accounts.

This AGS provided an assurance that the Council continued to operate with strong, transparent and accountable governance arrangements and it drew on a wide range of evidence, which included internal audit, external audit, risk management, service assurance statements, complaints and standards activity and the Council’s financial and performance monitoring.

The Council’s vision was clear to protect, care and invest to create a better borough where people could grow up, work, prosper and grow older with confidence and opportunity. The Council Plan set out how it delivered this, guided by five priorities and the Council’s longer-term Vision 2030, which described the ambition it shared with partners for the future of the borough. To achieve this vision, the Council recognised the need for strong governance and sound financial management.

Despite continued financial pressures in 2025-26, the AGS gave an assurance that the Council had responded responsibly, had put in place robust savings and management plans that protected frontline services, where possible.

No significant governance failures had been identified this year. Instead, the AGS had highlighted consistently strong governance, which had been delivered despite the national pressures facing local government. This strength was driven first and foremost by the efforts of the Council’s staff, whose hard work, resilience and commitment ensured that the Council continued to operate to a high standard, and their contribution was evident throughout this statement.

These were hallmarks of a Council that took its responsibilities seriously and delivered them well. The past 12 months had also brought some exceptional successes for the Council and its community. The Council continued to be a high performing authority that put residents at the heart of everything it did. A highlight included being awarded Council of the year in 2025 by the Local Government Chronicle - national recognition of the strength, ambition, and impact of the Council’s work.

The Council's staff and its dedication and professionalism were the reason the Council continued to deliver such strong governance. Despite national pressures, they consistently went above and beyond for the borough's residents, and the strength of this statement was a direct reflection of their hard work and commitment.

The Council continued to maintain robust financial management, strong oversight of major programmes and clear, well-documented decision-making processes. Its scrutiny arrangements remained effective, constructive and transparent, and the Council's commitment to openness was demonstrated through its public reporting and the continued expansion of digital access to meetings.

The AGS also identified the areas where the Council would continue to strengthen its governance in the years ahead. These included financial resilience, particularly in light of ongoing pressures being experienced nationally within the local government environment.

Workforce capacity, especially in specialist areas where national recruitment challenges persisted. Cyber security and information governments, where the Council continued to invest and adapt to an evolving threat landscape.

Governance of major programmes, ensuring consistent oversight, risk management and benefits realisation. And finally, regulatory and community safety responsibilities, which included household standards and the Council's domestic abuse commitments. No matter how good the Council's governance was, it was considered to be good practice to take proactive action to address identified challenges.

The Council's governance action plan for 2026-27 set out clear, targeted actions to address these areas. This demonstrated the Council's commitment to continuous improvement, forward planning and proactive risk management.

Overall, the AGS showed that this Council continued to uphold high standards of governance, managed risks effectively, and remained focused on delivering the best possible outcomes for its residents. It reflected an organisation that was well run, well led, and well prepared for the challenges ahead.

This AGS provided reasonable assurance that the Council's governance arrangements and internal systems of control were effective and fit for purpose.

In supporting the recommendations, a Cabinet Member said the report provided assurance that Telford and Wrekin Council continued to maintain strong and effective governance arrangements and that it remained committed to transparency, accountability and the continuous improvement in the way services were delivered and decisions were made.

The Leader of the Liberal Democrat Group said that he fully welcomed the report, which was important particularly since many failed local authorities up and down the country had not taken governance seriously at all.

The Leader of the Conservative Group said that Telford and Wrekin had a long history of good governance and that others, not too far away, had suffered and had considerable problems.

**RESOLVED that the Annual Governance Statement 2025/26, attached as Appendix A to this report, be approved.**

The meeting ended at 11.01 am

**Signed for the purposes of the Decision Notices**

Anthea Lowe  
Director: Policy & Governance  
Date: **TUESDAY 19 MAY 2026**

Signed .....

Date: Thursday 11 June 2026



Telford & Wrekin  
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## Borough of Telford and Wrekin

### Cabinet

11 June 2026

### 2025/26 Financial Outturn Report

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<b>Cabinet Member:</b>	Cllr Zona Hannington – Cabinet Member: Finance and Resident Services
<b>Lead Director:</b>	Michelle Brockway – Director: Finance, People & IDT
<b>Service Area:</b>	Finance, People & IDT
<b>Report Author:</b>	Ed Rushton – Head of Service Corporate & Capital Finance
<b>Officer Contact Details:</b>	<b>Tel:</b> 01952 383750 <b>Email:</b> edward.rushton@telford.gov.uk
<b>Wards Affected:</b>	All Wards
<b>Key Decision:</b>	Key Decision
<b>Forward Plan:</b>	Yes – 26 February 2026
<b>Report considered by:</b>	Senior Management Team – 12 May 2026 Business Briefing – 21 May 2026 Cabinet – 11 June 2026 Full Council – 16 July 2026

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#### 1.0 Recommendations for Decision/Noting

It is recommended that Cabinet:

Approves the following recommendations that will go forward to Full Council for final approval:

- 1.1 Note the performance against the 2025/26 Net Revenue budget which resulted in outturn being within budget by £133k;
- 1.2 The revenue outturn position for 2025/26, which remains subject to audit by the Council's external auditors, and related virements in Appendix C;

- 1.3 The transfers to reserves, and associated approval to the relevant members of the Senior Management Team after consultation with the relevant Cabinet Member to spend the reserves detailed in Appendix E. In relation to the Income/Budget equalisation reserve, to grant delegated authority to the Chief Executive, in consultation with the Section 151 Officer, to approve its use;
- 1.4 The capital outturn position and related supplementary estimates, re-phasing and virements shown in Appendix D and as summarised in the report;
- 1.5 To grant delegated authority to the Director: Finance, People & IDT to make any changes required, in consultation with the Cabinet Member for Finance, Governance and Customer Services; and
- 1.6 To note the performance against income targets.

## **2.0 Purpose of Report**

- 2.1 To present the final outturn position for the year to members, relating to: the revenue budget, capital programme and income collection and seek the necessary approvals to comply with financial regulations.

## **3.0 Background**

- 3.1 The Medium-Term Financial Strategy (MTFS) 2025/26 – 2028/29 was approved at Full Council on 27 February 2025, which included the 2025/26 revenue budget and medium-term capital programme. Since the MTFS was approved, the economic climate has continued to be challenging with costs pressures being experienced, particularly in relation to the provision of Adult Social Care
- 3.2 Good financial management is an essential element of good governance and long-term service planning which are critical to ensuring that local service provision is sustainable and the use of resources is maximised in order to meet the needs of our residents.
- 3.3 Financial monitoring reports have been provided during 2025/26 showing the projected outturn position i.e. how projected net revenue spend compares to the budget set for the year; progress against the 2025/26 capital programme; the key issues to be highlighted; together with a summary of collection information in relation to Council Tax, Business Rates and Sales Ledger income. This report now shows the final financial outturn position for 2025/26.

The funding outlook for the medium term remains challenging with councils across the country continuing to face significant budget challenges arising from increasing costs and increasing demand for services. The Medium-Term Financial Strategy for 2026/27 – 2029/30 was approved at Full Council on 26 February 2026 and regular updates of the projected financial position for 2026/27 will be provided to Cabinet throughout the forthcoming financial year.

#### 4.0 Summary of main proposals

- 4.1.1 Nationally, Councils continue to face extreme challenges with unprecedented pressures fuelled by inflation and high demand for services – particularly Adult Social Care, Children’s Safeguarding, Homelessness and Home to School Transport.
- 4.1.2 While inflation is expected to reduce in the medium term, current indicators show that the economy will be slower to recover than was expected when the Council’s 2025/26 budget was set. The Bank of England base rate for interest was 4.5% in April 2025 and following several steady cuts throughout the year it ended the year at 3.75% (March 2026). Whilst the forecast trajectory for interest rates at the time the Council set the 2026/27 budget was anticipated as downward, the war in Iran and across large parts of the Middle East, which commenced on 28 February 2026, has led to a period of instability within the markets and interest rates have remained elevated with any cuts in the short-term deemed unlikely. In April 2025 CPI inflation stood at 3.5% compared to 3.4% in March 2026 which is above the Bank of England’s 2% target. During the year CPI peaked at 3.8% (July, August & September). Inflationary pressures impact on the cost of delivering services, which has been evident during 2025/26.
- 4.1.3 Despite the significant pressures faced during 2025/26, the Council ended the year within budget which is a considerable achievement and clearly demonstrates the strong financial management and financial resilience which is embedded in the authority, a testament to Cabinet Members, Management Teams and all employees. This has been achieved through a range measures including, maximisation of external income including grants received in year and trading income, capitalisation of revenue expenditure under the flexibilities of the capitalisation directive, one off savings from vacancy management and use of earmarked reserves.
- 4.1.4 The gross revenue budget for 2025/26 was £545.0m and the net budget was £167.6m. The revenue outturn position is within budget by £0.133m (which is equivalent to -0.08% of net budget). The year end position allowed a small number of one-off investments in key areas to be made which support the Council’s priorities and future financial sustainability. These are detailed in Appendix E and are included in the overall year end position shown.

A summary of the year end position is:-

	£m
Net Revenue Budget	167.640
Net Revenue Outturn	167.507
<b>Underspend</b>	<b>(0.133)</b>
Underspend as a % of Net Budget	-0.08%

It is pleasing to report that the Council has not had to make any unplanned use of the budget strategy reserve, which remains at £21.7m and has retained a prudent level of balances which will support the delivery of the Medium-Term Financial Strategy and support financial resilience in future years, as we will continue to feel

the impacts of inflationary pressures in the economy, continued increasing demand for services.

Clearly, given the scale and complexity of the Council's budget, the vast number of different services provided to our residents and the pressures faced, there were a number variations from the approved budget in 2025/26. The prudent inclusion of specific contingencies within the budget have helped to support the key pressure area of Adult Social Care (ASC), with £6.8m essential additional investment being required relating to the cost of providing care and support across all client groups. This includes the impact of market price increases, more complex needs, higher demand and longer periods of care being required. This is after additional net investment of £7.9m into ASC in 2025/26 as part of the Medium-Term Financial Strategy. Work continues in the service to deliver care which maximises prevention and independence where possible. Other pressures were also experienced in Children's Safeguarding, £2.8m driven by a combination of increases in the number of Children in Care and higher placement costs and Education & Skills, £1.6m driven by pressures on High Needs budgets especially School & Post 16 Transport, historic pension costs and pressures on income budgets.

#### 4.2 **2025/26 Capital Outturn**

Capital spend ended the year at £113.25m against an approved budget of £124.32m. Some re-phasing of expenditure into 2026/27 will take place as a result of re-profiling spend. The re-phasing will generate some treasury management benefits in 2026/27.

#### 4.3 **Corporate Income Collection**

At the end of the year Council Tax, NNDR collection and Sales Ledger Debt were slightly behind targets set.

Ultimately, all debt will be rigorously pursued and will continue to be collected after the end of the financial year with appropriate recovery avenues being pursued at appropriate times.

#### 4.4 **NuPlace Ltd**

NuPlace Ltd is the Council's wholly owned housing investment company. It was set up primarily to improve standards in the private rented sector and to offer homes for life to tenants operated by a responsible and responsive landlord. It is a separate legal entity and as such prepares its own accounts; in addition, the Council is also required to prepare consolidated group accounts as part of its financial statements which incorporates NuPlace Ltd's financial position. The unaudited accounts show that NuPlace received rental income of £6.25m in 2025/26 and generated an operating profit after interest and taxation of £0.588m. The company issued a dividend of £0.327m in 2025/26 which was paid to the Council as its sole investor. Including the dividend, the Council received a total of £2.0m from NuPlace Ltd during 2025/26, net of additional interest and other marginal costs. The financial benefits that arise from NuPlace are invested in providing front line services such as providing Adult Social Care services to vulnerable residents and have helped to reduce the budget savings that would otherwise have had to have been made as a result of Government grant cuts.

The Council's investment, through a mix of equity and debt, in Nuplace Ltd is £97.7m at 31 March 2026 and the company's assets are valued at £135.4m.

#### 4.5 General

The draft formal statement of accounts will be considered at the Audit Committee and audited by KPMG, the Council's external auditors. The accounts will also be available for public inspection as required by legislation. The Statutory deadlines for publishing the audited accounts for the financial years 2024/25 to 2027/28 were amended in 2024 to help address the national backlog of local authority audits. The backstop date for 2025/26 is 31 January 2027; KPMG will begin their audit work in July and we expect to be well within this deadline. The Council was able to meet the back stop for the publishing the audited Statement of Accounts for both 2023/24 and 2024/25 and an unqualified/unmodified audit opinion (which is the best possible opinion) was issued by KPMG in both years. Approximately 40% of bodies in the sector received unmodified audit opinions at the back stop date for 2024/25, 27 February 2026, with over 50% having modified opinions, the majority of which were disclaimed opinions, and 8% remained outstanding.

4.6 Summaries of the outturn on revenue and capital along with major variations are shown as appendices to this report.

#### 5.0 Additional Information

##### 5.1 2025/26 Revenue Budget

The Council had a gross revenue budget of £545.0m for the 2025/26 financial year and the final net revenue outturn position is as follows (a more detailed summary is provided in Appendix A):

	£m
Net Revenue Budget	167.640
Net Revenue Outturn	167.506
<b>Underspend</b>	<b>(0.133)</b>
Underspend as a % of Net Budget	-0.08%

5.2 Variations by Service Delivery Unit are summarised below and further detail is provided in Appendix B.

Service Area	Final Net Revenue Budget £	Outturn £	Variation £
Finance, People & IDT	14,282,775	14,399,966	117,191
Policy & Governance	1,237,888	1,304,856	66,968
Adult Social Care	81,958,675	88,740,714	6,782,039
Housing, Commercial & Customer Services	5,921,716	5,603,904	(317,812)

<b>Service Area</b>	<b>Final Net Revenue Budget</b>	<b>Outturn</b>	<b>Variation</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Children's Safeguarding & Family Support	49,312,041	52,117,586	2,805,545
Education & Skills	7,972,912	9,549,343	1,576,431
Health & Wellbeing	458,569	438,146	(20,423)
Neighbourhood & Enforcement Services	24,617,755	24,502,929	(114,826)
Prosperity & Investment	(10,731,244)	(10,142,530)	588,714
Council Wide	(7,391,407)	(19,008,274)	(11,616,867)
<b>Total</b>	<b>167,639,680</b>	<b>167,506,639</b>	<b>(133,041)</b>

This table shows the position for each service area after transfers to reserves detailed in the report. The figures in the above table exclude budgets and variances on capital, IFRS 16 Leasing and pensions charges which are "non-controllable" accounting entries.

- 5.3 Service variances over £0.250m are highlighted; all other variances over £50k are detailed in Appendix B.

<b>Service Area</b>	<b>Variance £m</b>
<b><u>Finance, People &amp; IDT</u></b>	
<b>Treasury</b> – impact of higher than budgeted interest rates during the year	+0.270
<b><u>Adult Social Care</u></b>	
<b>Longer Term Care Purchasing</b> – expenditure relating to block and spot contracts. Additional investment has been required due to the continued increase in the costs of care and demand for care. The service continues to work on delivering care which maximises prevention and independence where possible	+9.123
<b>Income</b> – overall benefit on income targets	(1.432)
<b>My Options – Adults &amp; Children's Services</b> – pressure on staffing budgets to meet demand	+0.266
<b>Operational efficiencies</b> – variations arising from vacancies, various working patterns and other operating expenditure	(1.256)

Service Area	Variance £m
<p><b><u>Housing, Commercial &amp; Customer Services</u></b></p> <p><b>Solar Farm</b> – additional costs associated with break in plus transfer to reserves of compensation payment received towards rectification works +0.863</p> <p><b>Housing Strategy</b> – utilisation of HPG Fund (0.303)</p> <p><b>Affordable Housing</b> – income target shortfall linked to the delivery of housing schemes +0.268</p> <p><b>Homelessness Prevention</b> – maximisation in the use of grant funding (0.623)</p> <p><b>Service wide pressures</b> – including budgeted vacancy factors which are delivered through services areas and pressures on savings that have not been delivered +0.281</p>	
<p><b><u>Children’s Safeguarding &amp; Family Support</u></b></p> <p><b>Children in Care, Leaving Care Team &amp; Speciality Services, Family Solutions:</b></p> <p><b>CIC Placement, Post 16 Staying Put &amp; Leaving Care Support</b> – increases in placement numbers and inflation associated with the cost of placements outweighed savings from the work with Impower and ongoing work on prevention, early intervention and review of all placement costs +4.380</p> <p><b>Health Funding</b> – anticipated health contributions in relation to health needs are greater than budgeted, impacted by increased overall placement costs (1.889)</p> <p><b>Income</b> – increase in actual grant income received and use of specific reserve to offset placement costs (0.367)</p> <p><b>Operational expenditure &amp; Income</b> – increased pressures on assessments, legal charges and placements costs associated with NRPF and intentionally homeless families offset by staffing vacancies within the service and use of reserves +0.580</p>	
<p><b><u>Education &amp; Skills</u></b></p> <p><b>School &amp; Post 16 Transport</b> – expenditure previously funded by Dedicated Schools Grant +0.695</p> <p><b>Employee costs</b> – additional costs due to inflationary pressures relating to historic staffing costs +0.296</p> <p><b>Skills</b> – shortfall in income targets +0.423</p>	
<p><b><u>Neighbourhood &amp; Enforcement Services</u></b></p> <p><b>Severe weather &amp; Winter Maintenance</b> – increased pressures due to bad weather +0.317</p>	

Service Area	Variance £m
<b><u>Prosperity &amp; Investment</u></b>	
<b>Operational Buildings</b> – one off underspends, including NDR rebates, due closures from developments at Leisure sites and The Place.	(0.711)
<b>Property Investment Portfolio</b> – income pressure due to phasing of Growth Fund capital expenditure, offset by approved one-off use of reserves	+0.531
<b>HCA Land Deal</b> – budgeted use of reserve not utilised	+1.011
<b><u>Council Wide</u></b>	
<b>Budgeted Contingency</b>	(7.200)
<b>Other Council Wide items</b> – including lower than budgeted contract and pay inflation, benefits from an increase in WME dividend and rebate offset by discount foregone from not taking up an option to prepay pension contributions	(6.943)
<b>Transfers to Reserves</b> – see Appendix E	+2.803

Transfers to reserves are detailed in Appendix E.

#### 5.4 Public Health

The Council receives a ring-fenced grant to support its Public Health responsibilities. In 2025/26 this grant totalled £14.96m. The conditions of the grant are that it must be used to address health needs and improve health and well-being in the community and work to support improving public health outcomes is delivered across a number of the Council's Service Areas. A summary of the grant in 2025/26 is shown in the table below:

	£
<b>Public Health Reserve (grant b/fwd from 2024/25)</b>	<b>1,539,316</b>
Add Public Health Grant allocation 2025/26	14,959,878
<b>Total Funding available for 2025/26</b>	<b>16,499,194</b>
Less Funding applied during 2025/26	14,972,101
<b>Public Health Reserve (grant c/fwd to 2026/27)</b>	<b>1,527,093</b>

#### 5.5 Dedicated Schools Grant (DSG)

Excluding funds passed to academies and colleges, Dedicated Schools Grant (DSG) totalled £135.729m in 2025/26. There was an overspend of £4.55m during the year. As a deficit balance of £4.66m had been carried forward into 2025/26 from the previous year, a year-end deficit of £9.21m has been carried forward to 2026/27.

This deficit arises because of high needs budget pressures. This is a national issue, illustrated by most upper tier Councils having a DSG deficit by the end of 2024/25 with a national, net deficit of £3.5bn. This figure is almost certain to have substantially increased in 2025/26. To alleviate pressure on the 2026/27 High

Needs budget, Telford & Wrekin’s Schools Forum again agreed to transfer 0.5% of the Schools Block to High Needs, amounting to £0.9m. This agreement illustrates the positive relationships with schools and other providers, which are invaluable in assisting the Council to maintain budgetary control of DSG, whilst ensuring that we meet our responsibilities to young people.

There is no like-for-like increase in the Government’s 2026/27 high needs funding allocation to Councils, including Telford & Wrekin. The High Needs DSG has increased in cash terms, but this is due to previously separate grants being brought within the high needs block. However, additional resources have been allocated to fund local SEND reform plans. Once a local authority’s SEND reform plan has been approved by government, 90% of the high needs DSG deficit incurred up until 31 March 2026 will be covered by an additional allocation of funds. The government has said that it will take a ‘proportionate approach’ towards further deficits incurred in financial years 2026/27 and 2027/28. The current ‘disregard’ of DSG deficits in local authority accounts will apply up to 31 March 2028, after which central government will take direct responsibility for deficits incurred. The Council will be required to fund 10% of the deficit accruing up to 2025/26 (£0.92m) plus a proportion of the deficits accruing in 2026/27 and 2027/28 when the statutory override ends on 31 March 2028.

## 6.0 Reserves and Balances

6.1 The main General and Special Fund balances were £4.444m at 1 April 2025. The position on the main General and Special Fund Balances is now:

	<b>£m</b>
Balances at 1 <sup>st</sup> April 2025	<b>4.444</b>
2025/26 Final Contribution to Balances	+0.133
<b>Balances at 31<sup>st</sup> March 2026</b>	<b>4.577</b>

The General/Special Fund balance forms part of the Council’s overall reserves and balances.

6.2 In addition to the General and Special Fund Balances, the Council has a general contingency of £3.95m in 2026/27 (which is ongoing) and £4.6m held centrally for inflation and pay awards in 2026/27. Further, there is a prudent level of reserves and provisions available to support the medium-term financial strategy including the uncommitted balance of £21.7m held in the Budget Strategy Reserve.

6.3 A number of specific transfers to reserves are proposed which support the Council’s priorities. These are included in the overall outturn position as reported above and are detailed in Appendix E.

6.4 The balance of the Public Health ring-fenced grant has also been carried forward to 2026/27 (in line with the grant conditions see section 5.4 above) as has the residual balance of other grants received in year, in line with accounting requirements.

## 7.0 2025/26 Capital Programme

7.1 The capital programme for 2025/26 totalled £124.32m. Some re-phasing of expenditure into 2026/27 will take place as a result of re-profiling capital schemes in delivery. Expenditure at the end of the year was £113.25m and is summarised in the table below:

Service Area	Budget £m	Actual £m	Variance	
			£m	%
Finance, People & IDT	7.39	5.68	(1.71)	77%
Policy & Governance	0.09	0.12	+0.03	138%
Adult Social Care	0.02	0.00	(0.02)	0%
Housing, Commercial & Customer Services	9.66	8.98	(0.68)	93%
Education & Skills	18.06	14.28	(3.78)	79%
Neighbourhood & Enforcement Services	19.31	17.41	(1.90)	90%
Prosperity & Investment	69.79	66.78	(3.01)	96%
<b>Total</b>	<b>124.32</b>	<b>113.25</b>	<b>(11.07)</b>	<b>91%</b>

7.2 The main scheme re-phasing to future years is shown below:

Service Area	Variance £m
<b><u>Finance, People &amp; IDT</u></b>	
ICT/eGov – spend slipped into 2026/27 to meet schemes in delivery	(0.76)
Capitalisation of Efficiency Schemes – costs in accordance with eligible spend during 26/27 and available capital receipts in year	(0.94)
<b><u>Housing, Commercial &amp; Customer Services</u></b>	
Local Authority Housing Fund – accelerated delivery following new government allocation	+0.56
Warm and Well Grant programmes – spend on several initiatives slipped to future years	(0.19)
Disabled facilities grant – spend fully committed in future years	(0.24)
Climate change – initiatives funded in future years	(0.36)
Swimming pool in the Dawley area – reprofiled in accordance with build profile	(0.49)
<b><u>Education &amp; Skills</u></b>	
Other School Schemes – schemes in delivery, spend reprofiled in accordance with build profiles	(3.78)

<b><u>Neighbourhood &amp; Enforcement Services</u></b>	
<b>Highways, Carriageways, structures, drainage, footways and Integrated Transport</b> – fully committed to schemes currently in delivery	+0.20
<b>Service and Financial Planning approved schemes in locality</b> – fully committed in future years	(0.33)
<b>Flooded Communities Grant in Aid</b> – retained for Ironbridge area	(0.55)
<b>On Street residential charge point scheme</b> – spend rephased to 2026/27	(0.68)
<b>Active Travel Grant</b> – rephased to 2026/27	(0.53)
<b><u>Prosperity &amp; Investment</u></b>	
<b>Property Investment Portfolio</b> – rephasing of schemes identified for delivery	(2.45)
<b>Local Regeneration Fund projects</b> – reprofiling of spend in line with revised programme of delivery, all fully committed	(0.67)
<b>St Georges Regeneration Project</b> – scheme ahead of budgeted delivery timescale	+0.33
<b>Housing Company</b> – spend ahead of budget for regenerated homes portfolio	+0.71
<b>Site preparation, playing pitch strategy &amp; HE land deal</b> – rephasing of works	(0.78)

7.3 There are a number of new approvals and slippage transactions which are detailed in Appendix D and require formal approval. New allocations include additional capital receipts of £27m from Nuplace Ltd across 2026/27 & 2027/28 for the purchase of properties at Station Quarter, additional grant funding of £9.6m in 2026/27 to support Education and Housing projects and additional prudential borrowing of £17.0m across 2026/27 to 2028/29 to support the Pride in Place programme, Local Regeneration Fund, Leisure schemes and Playing Pitch Investment.

7.4 The funding for the capital programme in 2025/26 included £6.9m estimated income from capital receipts. The actual income received in year was higher at £7.1m – the difference was mainly due to improved property investment portfolio capital receipts offset by the slippage of corporate receipts in line with delivery profiles.

## 8.0 Nuplace Ltd

8.1 Nuplace Ltd, is the Council's wholly owned housing investment company. It was set up in 2015/16 primarily to improve standards in the private rented sector and to offer homes for life to tenants operated by a responsible and responsive landlord. The principal activity of which is the procurement of the construction and management of private and affordable residential property for rent, responding to the Borough's housing needs including the availability of accessible and adaptable

housing. Nuplace Ltd also operates a sub brand known as Telford & Wrekin Homes, intended to acquire and refurbish existing housing stock, which focusses on refurbishment and ensuring we make the best use of homes in the borough.

- 8.2 At 31 March 2026, Nuplace Ltd's housing portfolio comprised of 675 homes. Upon completion of the dwellings currently under construction, the programme will have resulted in the regeneration of over 47.94 acres of brownfield land and refurbished or converted 4,656 sqm of redundant floor space, addressing stalled sites and bringing back into use redundant and underused premises.
- 8.3 During the year, works were completed at Main Road, Ketley Bank; The Gower, St Georges; Limes Walk, Oakengates and Walker Street, Wellington. Collectively these schemes have added a further 60 homes to the Nuplace Ltd portfolio. The Telford and Wrekin Homes portfolio has increased by 7 properties over the year, bringing the total number of properties held to 63 against a target of 100.

Work has progressed at pace on the residential element of a mixed-use scheme within the Station Quarter area of Telford Town Centre, which will see the delivery of 117 town houses and apartments for Nuplace Ltd, kick-starting the creation of a "city living" offer within Nuplace Ltd's predominantly suburban portfolio. The first 84, one-and two-bedroom apartments are due to be handed over in Spring 2026, followed by a further 33 town houses in early 2027.

- 8.4 In addition there is a strong pipeline of properties at feasibility stage as part of an ongoing programme with further planning applications being brought forward in the year ahead.
- 8.5 In accordance with the Company's accounting policy, the housing portfolio was revalued at the year end, which has resulted in an increase in value of 2.63% (£3.4m) over all completed sites.

The Council has invested £97.7m and the total value of fixed assets at 31 March 2026 is £135.4m

- 8.6 Nuplace Ltd is a separate legal entity and as such will prepare its own Statement of Accounts and comply with company regulations. The accounts will be independently audited. As Nuplace Ltd is wholly owned by Telford & Wrekin Council, the Council is required to prepare Group Accounts as part of its Statement of Accounts for 2025/26 which will consolidate the Council and Nuplace Ltd's financial position.
- 8.7 During 2025/26, Nuplace Ltd
- distributed a final dividend of £0.012 per ordinary share registered on 30<sup>th</sup> September 2025, totalling £327,600,
  - received rental income of £6.3m, and
  - reported an operating profit before taxation of £0.871m, £0.587m after tax.

It should be noted that the Council has received income totalling £2.0m from Nuplace Ltd during 2025/26 net of additional interest and other associated costs which is a combination of interest paid relating to the loan agreement, dividend income and services Nuplace Ltd purchased from the Council. The Council will also benefit from additional Council Tax as Nuplace Ltd properties are completed. The financial benefits that arise from Nuplace Ltd are invested in providing front line services such as providing Adult Social Care and have helped to reduce the budget savings that would otherwise have had to been made as a result of Government grant cuts.

**9.0 Corporate Income Monitoring**

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

9.2 In summary, NNDR collection is ahead of target, but council tax and sales ledger collection are slightly behind target.

<b>INCOME COLLECTION – 2025/26</b>			
	<b>Actual</b>	<b>Target</b>	<b>Performance</b>
Council Tax Collection	96.89%	97.3%	0.41% behind target
NNDR Collection	97.24%	98.1%	0.86% behind target
Sales Ledger Outstanding Debt	9.34%	6.0%	3.34% behind target

**9.3 Council Tax (£130.0m)**

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

Year End performance 2024/25	97.1%
Year End Target for 2025/26	97.3%

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

<b>Year End Target</b>	<b>Year End Actual</b>	<b>Prior Year Actual</b>
97.3%	96.89%	97.1%

Council Tax collection performance out turned at 0.2% below last year’s performance. A comparison of performance across the West Midland authorities is currently underway. A major reason for this fall in performance is the number of benefit recipients that have transitioned from legacy benefits to Universal Credit and are receiving less Council Tax Reduction as a result.

**9.4 NNDR-Business Rates (£84.5m)**

The percentage of business rates for 2025/26 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

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

Year End performance 2024/25	98.1%
Year End Target for 2025/26	98.1%

Year End Target	Year End Actual	Prior Year Actual
98.1%	97.24%	98.1%

Collection has out turned 0.86% behind last year's performance. We have identified a number of large accounts where balances were created towards the end of the financial year and were unpaid. We will continue to pursue these debts.

**9.5 Sales Ledger (£106.6m)**

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

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2025/26 are as follows:

Age of debt	Annual Target	March 2026	
		£m	%
Total	6.0%	£9.771	9.34%

Sales ledger is outside of target although can tend to fluctuate from one month to the next. There is a large balance outstanding with the ICB which we are seeking to recover.

**10.0 Alternative Options**

10.1 Budget holders will have investigated a number of options to seek to deliver required service outcomes from within available resources during the year. Decisions made by the Chief Financial Officer and Senior Management Team as part of the closure of accounts process aim to safeguard the Council's financial position in 2026/27 and optimise the Council's position in terms of financial sustainability and resilience.

**11.0 Key Risks**

11.1 Budget holders actively manage their budgets and the many financial risks and challenges that council services face, examples include the risk of a particularly

harsh winter which would impact adversely on the winter gritting and adult social care budgets, the increasing dependency on income from a wide range of activities and the risk of interest rate movements and further inflationary pressures, the risk of changes in legislative or accounting requirements impacting on budgets etc. The Council has comprehensive risk management arrangements in place, which are reviewed and updated by the Senior Management Team. It is considered that there is an adequate level of reserves and provisions set aside to cover anticipated risks.

## **12.0 Council Priorities**

12.1 Delivery of all Council priorities depends on the effective use of available resources. Strong and effective financial management ensures the best use of resources.

## **13.0 Financial Implications**

13.1 The financial impacts are detailed throughout the report.

## **14.0 Legal and HR Implications**

14.1 The Council's s151 Officer has a statutory duty to monitor income and expenditure and to take action if overspends/shortfalls emerge.

The Statutory deadlines for publishing the audited accounts for the financial years 2024/25 to 2027/28 were amended in 2024 to help address the national back-log of local authority audits. The backstop date for publishing the 2025/26 Statement of Accounts is 31 January 2027; KPMG will begin their audit work in July and it is expected to be complete well before this deadline. Audit Committee has delegated authority to approve the SOA and updates will be provided to the Committee as appropriate.

## **15.0 Ward Implications**

15.1 Funds have been set aside as part of financial outturn towards an additional Community Action Team in the Brookside Ward. There are no specific impacts on any other wards.

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

16.1 There are no Health, Social and Economic Implications directly arising from this report.

## **17.0 Equality and Diversity Implications**

17.1 There are no Equality & Diversity implications directly arising from this report.

## **18.0 Climate Change, Biodiversity and Environmental Implications**

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

## 19.0 Background Papers

1	Medium Term Financial Strategy 2025/26 to 2028/29	Council 27/02/2025
2	2025/26 Financial Monitoring Report	Cabinet 17/07/2025
		Council 17/07/2025
3	2025/26 Financial Monitoring Report	Cabinet 06/11/2025
		Council 13/11/2025
4	2025/26 Financial Monitoring Report	Cabinet 06/01/2026
		Council 22/01/2026
5	Medium Term Financial Strategy 2026/27 to 2029/30	Council 26/02/2026

## 20.0 Appendices

Appendix A	Summary Revenue Outturn
Appendix B	Detailed Revenue Outturn
Appendix C	Virements
Appendix D	Capital Approvals
Appendix E	Reserves

## 21.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	30/04/2026	07/05/2026	MLB
Finance	30/04/2026	07/05/2026	ER
Legal	30/04/2026	05/05/2026	RP

## 2025/26 SUMMARY OUTTURN POSITION

&lt;&lt;&lt;&lt;&lt; Analysis of Variation &gt;&gt;&gt;&gt;&gt;

Service Area	Final Net Revenue Budget	Outturn	Variation	Capital & Pensions Technical Entries	Public Health	Service
	£	£	£	£	£	£
Finance, People & IDT	18,737,535	18,167,473	(570,062)	(687,253)	0	117,191
Policy & Governance	1,239,448	992,230	(247,218)	(314,187)	0	66,969
Adult Social Care	81,976,435	87,521,914	5,545,479	(1,236,560)	0	6,782,039
Housing, Commercial & Customer Services	5,957,456	4,641,234	(1,316,222)	(998,410)	0	(317,812)
Children's Safeguarding & Family Support	49,359,561	50,916,526	1,556,965	(1,248,580)	0	2,805,545
Education & Skills	13,961,752	26,040,839	12,079,087	10,502,657	0	1,576,430
Health & Wellbeing	458,569	294,056	(164,513)	(144,090)	0	(20,423)
Neighbourhood & Enforcement Services	32,062,075	31,454,194	(607,881)	(493,055)	0	(114,826)
Prosperity & Investment	(7,546,294)	(771,883)	6,774,411	6,185,696	0	588,715
Council Wide	(28,566,857)	(51,749,944)	(23,183,087)	(11,566,218)	0	(11,616,869)
<b>Total</b>	<b>167,639,680</b>	<b>167,506,639</b>	<b>(133,041)</b>	<b>0</b>	<b>0</b>	<b>(133,041)</b>

Note, there are further technical entries in relation to Capital Charges and IFRS 16 Leases which will be made as part of finalising the Comprehensive Income & Expenditure Account (which forms part of the formal Statement of Accounts). These will not impact on the Service position or the Council's General Fund position shown in Appendices A and B.

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Finance, People and IDT</b>									
	Treasury	16,317,120	16,587,068	269,948				269,948	Impact of higher interest rates than forecast within the budget
IDT	Staffing	4,646,778	4,588,841	(57,937)				(57,937)	Temporary vacancies in structure
	Premises	71,000	152,159	81,159				81,159	Annual charges associated with data centre/PFI
	Supplies & Services	3,082,588	3,493,658	411,070				411,070	One off overspend re VOIP/WAN contract due to new contract arrangements with Capita and overlaps between start and end dates. Internal computer system software costs.
	Income	(12,568,037)	(12,644,615)	(76,578)				(76,578)	Income to offset the above
Finance	Staffing	2,950,396	2,774,925	(175,471)				(175,471)	Temporary vacancies in structure
Revenues	Staffing	2,894,706	2,773,016	(121,690)				(121,690)	Temporary vacancies in structure
	Income	(1,161,340)	(1,293,668)	(132,328)				(132,328)	Council tax income
Human Resources	Income	(1,118,405)	(1,211,413)	(93,008)				(93,008)	Increase in traded fee income
	Variations under £50k	3,622,729	2,947,502	(675,227)	27	(687,280)		12,026	
<b>Total Finance, People &amp; IDT</b>		<b>18,737,535</b>	<b>18,167,473</b>	<b>(570,062)</b>	<b>27</b>	<b>(687,280)</b>	<b>0</b>	<b>117,191</b>	
<b>Policy &amp; Governance</b>									
Electoral Registration	Supplies & Services	97,810	188,795	90,985				90,985	Overspend re postage, licence fees & printing
Licensing	Income	(250,170)	(304,636)	(54,466)				(54,466)	Additional licensing income received
Legal Services	Land Charges	(220,982)	(156,187)	64,795				64,795	Shortfall of land charges income due to reduced demand reflective of current market position
Scrutiny	Staffing	190,360	106,612	(83,748)				(83,748)	Vacancy savings
Procurement	Staffing	213,437	149,016	(64,421)				(64,421)	Vacancy savings
	Variations under £50k	1,208,993	1,008,630	(200,363)	73	(314,260)		113,824	
<b>Total Policy &amp; Governance</b>		<b>1,239,448</b>	<b>992,230</b>	<b>(247,218)</b>	<b>73</b>	<b>(314,260)</b>	<b>0</b>	<b>66,969</b>	

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Adult Social Care</b>									
All long term care purchasing-Spot & block for all ages plus enablement	Spot & block purchasing	110,348,431	119,471,751	9,123,320				9,123,320	The long term care budget has been under significant pressure this year from growth in care costs due to increasing demand and unit rates. However, interventions (see final paragraph) to mitigate have impacted and the trajectory of growth has slowed significantly in the second half of the year, compared to that seen in the earlier months. The demand for care support remains high from new older people with complex needs needing long-term care and short-term enablement; residential care; new clients in the 18-64 age group from carer breakdown etc and continued but recently stayed increases in fee rates. The position continues to be monitored closely, as demand for the service has historically been volatile. The pressures have been mitigated by the delivery of >£12m of savings and cost avoidance in the year. This made certain that from the previous forecast of around £14m total service oversend increasing net expenditure was managed and produced an overall reduction to a position before virements of over £11m, and with further in year Council savings to around £6.7m. Further measures are being implemented across the service to continue to reduce budget pressures with a focus on a home first approach and delivering care which maximises prevention and independence wherever possible.
Health funding contributions-all ages and care types	Joint Funding	(7,486,218)	(5,863,659)	1,622,559				1,622,559	The team are continuing to focus on maximising health funding contributions, and there is a dedicated team responsible for progressing and negotiating current and historical funding claims. The income received is dependant on the number and complexity of care where a health intervention is required and is variable year on year. In 25/26 the level of income was lower than the initial estimates.
Income	Client Contributions	(14,195,690)	(16,701,792)	(2,506,102)				(2,506,102)	Over achievement on income from client contributions which is linked to the continuing increased level of care expenditure in year
Income	Direct Payment Clawbacks	(710,000)	(1,168,678)	(458,678)				(458,678)	Direct payments are paid to a person in order for them to commission and pay for their own care. Payments include estimated amounts and enough to cover risks. The level of payments are reviewed and surpluses are refunded to the Council.
	My Options-Adults & Children's services	178,819	444,414	265,595				265,595	The variance reflects the costs of My Options services and offset mainly by internally generated income, and is the latest forecast cost pressure from trading activity. This position has improved significantly over the year
Service Wide	Staffing & Operational expenditure	10,481,773	9,226,184	(1,255,589)				(1,255,589)	Variations arising from mainly staff vacancies or part time working. The remainder being from other operating costs or income generation
Variations under £50k	Variations under £50k	(16,640,680)	(17,886,306)	(1,245,626)	(210)	(1,236,350)		(9,066)	
<b>Total Adult Social Care</b>		<b>81,976,435</b>	<b>87,521,914</b>	<b>5,545,479</b>	<b>(210)</b>	<b>(1,236,350)</b>	<b>0</b>	<b>6,782,039</b>	

**2025/26 Revenue Budget Variations over £50,000**

Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Housing, Commercial and Customer Services</b>									
Service Wide	Employees	(278,940)	2,148	281,088				281,088	Includes vacancy factor saving, the underspends materialise within each service area. Historical saving target of £132k part delivered, with the remaining pressure shared on HCC and NES equally.
Arts & Culture: Telford Theatre	Net Position	790,390	714,743	(75,647)				(75,647)	Underspend within the BIT team as a result of premises cost savings.
	Supplies & Services	0	123,300	123,300				123,300	Contribution to reserves to fund future pressures
Customer Relationships & Welfare Services: Housing Benefits Subsidy	Net Position	310,000	169,567	(140,433)				(140,433)	(£200k) underspend due to an increased level of recovery of overpayments plus £112k pressure adjustment to reflect impact of bad debt provision relating to the housing benefit overpayments. A net (£53k) underspend from housing benefit expenditure/subsidy variation including B & B spend (£33k) whereby no subsidy can be claimed back and supported accommodation where only 60% subsidy can be claimed.
Housing Benefit/Council Tax Support Team	Employees	696,590	632,718	(63,872)				(63,872)	One off vacancy management.
Community Services: Community Engagement Solar Farm	Employees	293,648	234,987	(58,661)				(58,661)	One off vacancy Management.
	Supplies & Services	70,000	932,890	862,890				862,890	Additional cost associated with break in plus transfer to reserves of the compensation payment received towards rectification works
Strategic Housing & Regeneration: Housing Strategy	Employees	393,650	90,572	(303,078)				(303,078)	Utilisation of HPG Funding.
Affordable Housing	Income	(268,140)	0	268,140				268,140	HIF income target shortfall; target is £268k and will be delivered when Housing Schemes become operational
Private Sector Housing	Employees	311,970	117,996	(193,974)				(193,974)	One off vacancy Management & grant funding for staffing.
Leisure Services: Telford Ice Rink	Net Position	466,106	380,669	(85,437)				(85,437)	Overachievement of income and reduced leasing costs.
Oakengates Aspirations	Income	(377,930)	(500,656)	(122,726)				(122,726)	Overachievement of income.
Oakengates Swimming Lessons	Income	(149,200)	(214,689)	(65,489)				(65,489)	Overachievement of income.
Horsehay Golf Course	Income	(436,830)	(630,552)	(193,722)				(193,722)	Overachievement of income.
Ice Rink Cafe	Net Position	(13,350)	48,428	61,778				61,778	Impact of mid year closure of café which has been outsourced just before peak periods.
Town Park	Supplies & Services	104,730	299,193	194,463				194,463	Subcontractor costs for various works.
	Third Party Payments	283,220	338,084	54,864				54,864	Subcontractor costs linked with R&M at outside pools across the Borough.
Housing Solutions: Homelessness & Prevention Housing	Net Position	428,590	(193,925)	(622,515)				(622,515)	Maximisation of Grant use.
	Employees	65,610	520	(65,090)				(65,090)	Grant funding for staffing.
Variations under £50k		3,231,602	2,015,791	(1,215,811)		(1,042,120)		(173,691)	
Variations under £50k	Asset Rentals	35,740	79,450	43,710	43,710			0	
<b>Total Housing, Commercial &amp; Customer Services</b>		<b>5,957,456</b>	<b>4,641,234</b>	<b>(1,316,222)</b>	<b>43,710</b>	<b>(1,042,120)</b>	<b>0</b>	<b>(317,812)</b>	

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Children's Safeguarding &amp; Family Support</b>									
Children in Care, Leaving Care Team & Speciality Services, Family Solutions	CIC Placements, Post 18 Staying Put & Leaving Care Support	29,910,512	34,336,775	4,426,263	(54)			4,426,317	The number of Children in Care increased from 362 in April 2025 to 386 at the end of March 2026, peaking at 395 at the end of November 2025. 2025/26 costs, including inflationary increases, were £3.5m (11.4%) higher than 2024/25, as increased placement numbers and inflation outweigh savings from the work with Impower and ongoing work on prevention, early intervention and review of all placement costs.
	Health funding	(6,437,780)	(8,326,569)	(1,888,789)				(1,888,789)	Over achievement against budgeted health income, directly linked to increase in placement numbers (particularly residential placements) and increased costs (demand and inflationary)
	Children with Disabilities	2,086,020	2,221,873	135,853				135,853	Shortbreaks – we are seeing rising complexity of need for CWD supported through shortbreaks provision with an increase in requests for 2:1 support for CYP, increased day time support and increased overnight respite. Whilst resulting in increased costs, it is support CYP to remain within the care of their family thus preventing entry to care and increased residential care costs.
	Income	(914,080)	(1,270,812)	(356,732)				(356,732)	Difference between budgeted grant income and actual grant received plus use of specific reserve to offset placement costs
Service Wide	Staffing expenditure	20,755,468	20,549,946	(205,522)				(205,522)	Includes vacancy factor saving of £299,000 and historic pressure of out of hours team, offset by savings from vacancies across service.
	Assessment	468,160	812,808	344,648				344,648	Includes expenditure of £469k relating to 6 Mother & Baby Assessment placements.
	Legal	284,210	688,953	404,743				404,743	Increase in demand on both internal and external legal support due to increased number of children in care leading to increase in number of care orders, supervision orders, interim care orders and emergency protection orders.
	NRPF & Homelessness	110,500	662,259	551,759				551,759	Accommodation (housing) costs of NRPF and Intentionally homeless families
	Operational expenditure	3,135,816	3,044,532	(91,284)				(91,284)	Small variations against operational expenditure budget lines across service area
	Income	(6,473,103)	(6,897,449)	(424,346)				(424,346)	Use of one-off reserves
Independent Review	Staffing expenditure	817,230	877,774	60,544				60,544	Use of one agency staff to cover sickness
	Variations under £50k	5,616,608	4,216,436	(1,400,172)	(2,116)	(1,246,410)		(151,646)	
<b>Total Children's Safeguarding &amp; Family Support</b>		<b>49,359,561</b>	<b>50,916,526</b>	<b>1,556,965</b>	<b>(2,170)</b>	<b>(1,246,410)</b>	<b>0</b>	<b>2,805,545</b>	

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Education &amp; Skills</b>									
School & Post 16 Transport		4,031,468	4,726,704	695,236				695,236	£598,742.49 transport related expenditure previously funded by DSG
Specialist Services		818,917	763,837	(55,080)				(55,080)	The pressure from the Educational Psychology Service due to demand in statutory assessments has been mitigated through the impact of ITS funding enabling a stronger structure from September that is reducing use of agency. Flexible use of grant funding has also assisted the position. Further work is planned to increase traded income following recruitment into key posts.
Employee Costs		1,121,024	1,416,725	295,701				295,701	This policy ceased some years ago however, the local authority remains responsible for any historic pension costs and additional costs are due to inflationary pressures.
Skills		869,698	1,292,602	422,904				422,904	Historic, income target of £255k linked to Learn Telford plus shortfall in budgeted income for Supported Internship, UK Shared Prosperity Fund and Connect to Work. Continued uncertainty over funding resulted in movement to previously reported position (included in variations under £50k)
Insurance		25,806	76,849	51,043				51,043	The conversion of maintained schools to academies has led to a reduction in insurance contributions from schools.
Arthog		246,713	337,852	91,139	8			91,131	Current projections are that the budgeted income at the outdoor education centre and the Skyreach facility are not going to be achieved. An external review has been commissioned in order to identify ways to ensure the financial sustainability of the facilities going forward.
Asset Rentals		5,968,320	19,267,579	13,299,259	13,299,259				
Variations Under £50,000		879,806	(1,841,308)	(2,721,114)		(2,796,610)		75,496	
<b>Total Education &amp; Skills</b>		<b>13,961,752</b>	<b>26,040,839</b>	<b>12,079,087</b>	<b>13,299,267</b>	<b>(2,796,610)</b>	<b>0</b>	<b>1,576,430</b>	
<b>Health &amp; Wellbeing</b>									
Public Health Grant	Variations under £50k	(5,371,312)	(5,447,977)	(76,665)				0	
Public Health Grant-Sexual Health Services	Supplies & Services	1,456,821	1,401,153	(55,668)				0	Underspend on provision for NHS pay award
Public Health Grant-Healthy Child Programme	Supplies & Services	3,365,817	3,306,498	(59,319)				0	Underspend on provision for NHS pay award
Public Health Grant-Supervised toothbrushing	Supplies & Services	50,984	29	(50,955)				0	Grant income - contract commencing 2026/27
Public Health Grant-Stop smoking service	Staffing	144,270	66,378	(77,892)				0	Vacancies due to secondment of staff to other funded projects
Public Health Grant-Healthy lifestyles	Staffing	353,420	283,561	(69,859)				0	Vacancies due to secondment of staff to other funded projects
Public Health Grant	Underspend to Reserve		390,358	390,358				0	Ring-fenced Public Health grant transferred to/(from) Public Health reserve
Variations under £50k		458,569	294,056	(164,513)		(144,090)		(20,423)	
<b>Total Health &amp; Wellbeing</b>		<b>458,569</b>	<b>294,056</b>	<b>(164,513)</b>	<b>0</b>	<b>(144,090)</b>	<b>0</b>	<b>(20,423)</b>	

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
<b>Neighbourhood &amp; Enforcement Services</b>									
Severe Weather & Winter Maintenance	Various	446,970	764,782	317,812				317,812	Unexpected costs due to bad weather
Special Fund Areas - Street Lighting	Premises-Related Expenditure	813,751	724,065	(89,686)				(89,686)	Reduction in Maintenance and Energy costs on special fund street lighting
Waste & Neighbourhood Services	Various	11,573,680	11,490,458	(83,222)				(83,222)	Overall reduction in waste collection tonnages
NRSA – New Roads & Streetworks Act	Income	(1,252,600)	(1,359,442)	(106,842)				(106,842)	Overachievement of income
Enforcement Control	Income	(70,000)	(6,570)	63,430				63,430	Shortfall against budgeted income
On Street Car Parking	Income	(60,000)	0	60,000				60,000	Shortfall against budgeted income
Off Street Car Parking	Income	(326,080)	(219,063)	107,017				107,017	Shortfall against budgeted income
Variations under £50k		20,936,354	20,059,964	(876,390)	42,795	(535,850)		(383,335)	
<b>Total Neighbourhood &amp; Enforcement Services</b>		<b>32,062,075</b>	<b>31,454,194</b>	<b>(607,881)</b>	<b>42,795</b>	<b>(535,850)</b>	<b>0</b>	<b>(114,826)</b>	
<b>Prosperity &amp; Investment</b>									
BIT:-									
BiTs - Architecture & Building Hold Ac	Net Position	(1,922,450)	(1,697,547)	224,903				224,903	Fee pressure due to slippage of capital schemes, offset with one off vacancy management, although an improved position to 24/25 Outturn.
FM - Building Support Services	Income	(469,630)	(668,217)	(198,587)				(198,587)	Over achievement of income due to various one off Housing schemes and testing works.
Admin Buildings	Admin Buildings - Premises & Third Party payments	2,161,280	1,695,140	(466,140)				(466,140)	Planned underspends on R&M at Darby House giving rise to the contribution to reserve on line below. Underspends on utilities, given up as saving in 26/27 along with one off NNDR rebates received.
	Supplies & Services - Contributions to reserves	0	331,510	331,510				331,510	Planned one off contribution to reserve to fund Darby House Refurb works in 26/27.
Operational Buildings	Premises - Related Expenditure	5,045,537	4,334,150	(711,387)				(711,387)	One off underspends due to closures from developments at Leisure sites and The Place. One off NNDR rebates in addition to underspends on utility costs to be given up as saving in 26/27.
	Income	(175,940)	(255,460)	(79,520)				(79,520)	Unbudgeted rental income from Wellington Civic Offices, budgets realigned in 26/27 across this wider site.
Travellers & Gypsy sites	Premises-Related Expenditure	242,570	336,205	93,635				93,635	Ongoing R&M works at these sites.
Regeneration & Investment:- PIP	Wellington Market	(385,420)	(212,202)	173,218				173,218	Development at Wellington Market resulting in reduced rents charged to tenants.
	Net Position	(10,695,350)	(10,164,226)	531,124				531,124	Income pressure due to phasing of Growth fund capital spend, there is a benefit in relation to lower borrowing costs. Includes approved one off use of reserves.
Service charges	Net Position	(551,320)	(734,183)	(182,863)				(182,863)	Improved occupancy levels resulting in a positive void position with an underspend against budgeted voids.
HCA Land deal	Income - Contributions from reserves	(1,011,000)	0	1,011,000				1,011,000	Budgeted contribution from Reserve not utilised
Inward Investment:- Management	Employees	111,730	178,757	67,027				67,027	Vacancy management target held here with savings actually being delivered across the wider team.
LEP Growth Hub	Income	0	(52,637)	(52,637)				(52,637)	Grant Receipt off set on Expenditure lines above.
SDM Management Account	Income - Contributions from reserves	0	(82,761)	(82,761)				(82,761)	Approved one off use of reserves to support overall financial position.
Development Management:-									

2025/26 Revenue Budget Variations over £50,000									
Description		Budget £	Outturn £	Variation £	Analysis of Variation				Comments
					Capital Charges £	IAS19 £	Public Health £	Service £	
Planning	Net Position	1,133,260	1,178,028	44,768				44,768	Downturn in year to date trends compared to a more buoyant year in 2024/25 with an income shortfall of £105k, this is offset from one off salary underspends from vacancy management of (£135k) net of consultancy for conservation advice. Anticipating an improved position in 26/27 with the Local Plan approved.
Variations under £50k		(4,214,511)	(4,786,786)	(572,275)		(457,700)		(114,575)	
	Asset Rentals	3,184,950	9,828,346	6,643,396	6,643,396			0	
<b>Total Prosperity &amp; Investment</b>		<b>(7,546,294)</b>	<b>(771,883)</b>	<b>6,774,411</b>	<b>6,643,396</b>	<b>(457,700)</b>	<b>0</b>	<b>588,715</b>	
<b>Council Wide</b>									
Depreciation & Revaluations	Depreciation	(21,175,450)	(24,040,764)	(2,865,314)	(2,865,314)			0	
	Impairments / Revaluations		(17,161,574)	(17,161,574)	(17,161,574)			0	
Budgeted Contingency		7,200,000	0	(7,200,000)				(7,200,000)	Released to support pressures in ASC and Safeguarding.
Other Council Wide		(18,733,337)	(25,635,539)	(6,902,202)				(6,902,202)	Includes contract and pay inflation contingency, release of other contingencies and use of unbudgeted general reserves.
	Purchase Rebates - Income	(430,000)	(799,174)	(369,174)				(369,174)	Additional WMS Dividend & WME Rebates Received
	Pensions - including FRS17 adjustments	(345,000)	8,443,300	8,788,300		8,460,670		327,630	Prepayment option not taken in 25/26 to benefit from cash flows
	Transfers to Reserves		2,802,700	2,802,700				2,802,700	
Variations under £50k		4,916,930	4,828,584	(88,346)				(88,346)	
<b>Total Council Wide Items</b>		<b>(28,566,857)</b>	<b>(51,562,467)</b>	<b>(22,995,610)</b>	<b>(20,026,888)</b>	<b>8,460,670</b>	<b>0</b>	<b>(11,429,392)</b>	
		<b>167,639,680</b>	<b>167,694,116</b>	<b>54,436</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,436</b>	
<b>Corporate Funding</b>									
Funding	Revenue Support Grant	(12,689,130)	(12,688,915)	215				215	
	Business Rates (inc. Section 31 Grant and Top Up Grant)	(58,442,850)	(58,630,976)	(188,126)				(188,126)	Additional Top Up Grant and Section 31 Grant for Green Plant & Machinery
	Council Tax	(93,858,630)	(93,858,556)	74				74	
	Collection Fund Surplus	(2,649,070)	(2,648,710)	360				360	
Variations under £50k		0	0	0				0	
<b>Total Corp Items Funding</b>		<b>(167,639,680)</b>	<b>(167,827,157)</b>	<b>(187,477)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(187,477)</b>	
<b>TOTAL</b>		<b>(0)</b>	<b>(133,041)</b>	<b>(133,041)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(133,041)</b>	

**APPENDIX C**

**2025/26 Revenue Virements for Approval**

<u>Virements To:</u>	£	<u>Virements From:</u>	£
<b>Finance, People &amp; IDT</b>			
Treasury Management	269,948	IDT - Employees	(57,937)
IDT Premises	81,159	IDT income	(76,578)
IDT Supplies & Services	411,070	Finance - employees	(175,471)
Variations under £50k	12,026	Revenues - employees	(121,690)
		Revenues - income	(132,328)
		Human Resources - income	(93,008)
		Capital Charges	27
	<b>774,203</b>		<b>(656,985)</b>
<b>Policy &amp; Governance</b>			
Electoral Registration - supplies & services	90,985	Licensing - income	(54,466)
Legal Services - land charges	64,795	Scrutiny - employees	(83,748)
Variations under £50k	113,824	Procurement - employees	(64,421)
		Capital Charges	73
	<b>269,604</b>		<b>(202,562)</b>
<b>Adult Social Care</b>			
Long term care purchasing	9,123,320	Client Contributions	(2,506,102)
Health Funding Contribution	1,622,559	Direct Payments clawbacks	(458,678)
My Options services	265,595	Service wide - employees	(1,255,589)
		Capital Charges	(210)
		Variations under £50k	(9,066)
	<b>11,011,474</b>		<b>(4,229,645)</b>

**2025/26 Revenue Virements for Approval**

<u>Virements To:</u>	£	<u>Virements From:</u>	£
<b>Housing, Commercial and Customer Services</b>			
Place - employees	281,088	Housing Benefit Subsidy	(140,433)
Telford Theatre	47,653	Customer Relationships & Welfare Services - employees	(63,872)
Solar Farm	862,890	Community Services - employees	(58,661)
Affordable Housing - income	268,140	Strategic Housing & Regeneration - employees	(303,078)
Ice Rink Café	61,778	Private Sector Housing - employees	(193,974)
Town Park - supplies & services	194,463	Telford Ice Rink	(85,437)
Town Park - third party payments	54,864	Oakengates Aspirations	(122,726)
Capital Charges	43,710	Oakengates swimming lessons	(65,489)
		Horsehay Golf Course	(193,722)
		Homelessness & Prevention	(622,515)
		Housing Solutions - employees	(65,090)
		Variations under £50k	(173,691)
	<b>1,814,586</b>		<b>(2,088,688)</b>
<b>Children's Safeguarding &amp; Family Support</b>			
Placements - CIC Placements, Post 18 Staying Put & Leaving Care Support	4,426,317	Placements - Funding	(1,888,789)
Children with Disabilities	135,853	Service wide - Operational expenditure	(91,284)
Service wide - assessments	344,648	Service wide - employees	(205,522)
Service wide - legal costs	404,743	Service wide - income	(781,078)
Service wide - NRPF & Homelessness	551,759	Capital Charges	(2,170)
Independent Review - employees	60,544	Variations under £50k	(151,646)
	<b>5,923,864</b>		<b>(3,120,489)</b>

**2025/26 Revenue Virements for Approval**

<b>Virements To:</b>	<b>£</b>	<b>Virements From:</b>	<b>£</b>
<b>Education &amp; Skills</b>			
School and Post 16 Transport	695,236	Specialist Services	(55,080)
Service wide - employees	295,701		
Skills	422,904		
Insurance	51,043		
Arthog	91,131		
Capital Charges	13,299,267		
Variations under £50k	75,496		
	<b>14,930,778</b>		<b>(55,080)</b>
<b>Health &amp; Wellbeing</b>			
		Variations under £50k	(20,423)
	<b>0</b>		<b>(20,423)</b>
<b>Neighbourhood &amp; Enforcement</b>			
Severe weather & winter maintenance	317,812	Street lighting (Special Fund areas)	(89,686)
Enforcement control - income	63,430	Waste & Neighbourhood Services	(83,222)
On Street car parking	60,000	New Roads & Streets Act - income	(106,842)
Off Street Car Parking	107,017	Variations under £50k	(383,335)
Capital Charges	42,795		
	<b>591,054</b>		<b>(663,085)</b>

**2025/26 Revenue Virements for Approval**

<u>Virements To:</u>	<u>£</u>	<u>Virements From:</u>	<u>£</u>
<b>Prosperity &amp; Investment</b>			
BIT - Architure & Buildings	224,903	Facilities Management - income	(198,587)
Administration Buildings - supllies & services	331,510	Administration Buildings - premises and third party payments	(466,140)
Travellers & Gypsy Sites - premises	93,635	Operational Buildings - premises	(711,387)
Wellington Market	173,218	Operational Buildings - income	(79,520)
Property Investment Portfolio	531,124	Service Charges	(182,863)
HCA Land Deal - income	1,011,000	Inward Investment LEP Growth Hub - income	(52,637)
Inward Investment Management - employees	67,027	Inward Investment - income	(82,761)
Development Management Planning	44,768	Variations under £50k	(114,575)
Capital Charges	6,643,396		
	9,120,581		(1,888,470)
<b>Corporate</b>			
Pension Adjustments	327,630	Budget Contingency	(7,200,000)
Contingency reserve transfers	2,802,700	Other Contingencies	(6,902,202)
		Purchase Rebate - income	(369,174)
		Funding	(187,477)
		Capital Charges	(20,026,888)
		Variations under £50k	(88,346)
	3,130,330		(34,774,087)

**Capital Approvals - by Service Area****New Allocations**

<b>Scheme</b>	<b>Service Area</b>	<b>Funding Source</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
			<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
All Other School Schemes	Education & Skills	Grant	79,398	6,007,625		
All Other School Schemes	Education & Skills	External	7,523,962			
ICT Investment Programme	Finance, People & IDT	Revenue	5,275			
ICT Investment Programme	Finance, People & IDT	External	24,150			
ICT Investment Programme	Finance, People & IDT	Prudential	37,077			
Housing	Housing Commercial & Customer Services	Grant	294,945	3,587,588		
Housing	Housing Commercial & Customer Services	Capital Receipt	28,915			
Housing	Housing Commercial & Customer Services	Prudential	76,225			
Leisure Capital Schemes	Housing Commercial & Customer Services	Revenue	10,180			
Affordable Housing Programme	Housing Commercial & Customer Services	Grant	(180,000)			
Culture	Housing Commercial & Customer Services	Prudential		55,000		
Service & Financial Approved Schemes	Neighbourhood & Enforcement Services	Grant	10,000			
Integrated Transport	Neighbourhood & Enforcement Services	External	386,864			
Integrated Transport	Neighbourhood & Enforcement Services	Revenue	3,700			
Highways & Bridges Capital Maintenance	Neighbourhood & Enforcement Services	External	311,066			
Flood Defence Grant in Aid	Neighbourhood & Enforcement Services	Grant	14,796	(9,204)		
Flooding Repair and Renewal Grants	Neighbourhood & Enforcement Services	Grant	40,533			
St Georges Regeneration	Prosperity & Investment	Capital Receipt	306,222			
St Georges Regeneration	Prosperity & Investment	Prudential	3,834			
Local Regeneration Fund	Prosperity & Investment	Capital Receipt	20,000			
Local Regeneration Fund	Prosperity & Investment	Prudential	62,728		4,500,000	4,500,000
Property Investment Portfolio	Prosperity & Investment	Capital Receipt	1,607,000			
Property Investment Portfolio	Prosperity & Investment	Prudential	152,030			
Asset Management Plan - General Works & Surve	Prosperity & Investment	Revenue	28,175			
Asset Management Plan - General Works & Surve	Prosperity & Investment	Revenue		303,335		
Rights of Way	Prosperity & Investment	External	22,940			
Rights of Way	Prosperity & Investment	External	7,500			
Housing Company - Housing	Prosperity & Investment	Capital Receipt		17,000,000	10,000,000	
Pride In Place	Prosperity & Investment	Prudential		1,000,000	3,300,000	
Leisure Capital Schemes	Housing Commercial & Customer Services	Prudential		200,000	2,500,000	
Playing Pitch Investment	Prosperity & Investment	Prudential		1,000,000		
Cemeteries	Policy & Governance	Revenue	2,187			
Efficiency Schemes Capitalisation	Corporate items	Capital Receipt		(900,000)		
			<b>10,879,703</b>	<b>28,244,344</b>	<b>20,300,000</b>	<b>4,500,000</b>

**Slippage**

<b>Scheme</b>	<b>Service Area</b>	<b>Funding Source</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>
			<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Family Hubs & Start for Life	Childrens Services	Grant	(40,208)	40,208		
ICT Investment Programme	Finance, People & IDT	Prudential	(823,426)	823,426		

Housing	Housing Commercial & Customer Services	Capital receipt	(217,436)	217,436	
Housing	Housing Commercial & Customer Services	Prudential	(314,857)	314,857	
Housing	Housing Commercial & Customer Services	Grant	(687,499)	687,499	
Affordable Housing Programme	Housing Commercial & Customer Services	Prudential	650,000	(650,000)	
Affordable Housing Programme	Housing Commercial & Customer Services	Prudential	171,709	(171,709)	
Swimming Pool in the Dawley Area	Housing Commercial & Customer Services	Capital receipt	(10,620)	10,620	
Swimming Pool in the Dawley Area	Housing Commercial & Customer Services	Prudential	(475,866)	475,866	
Leisure Capital Schemes	Housing Commercial & Customer Services	Prudential	(24,827)	24,827	
Highways & Bridges Capital Maintenance	Neighbourhood & Enforcement Services	Grant	(553,266)	553,266	
Highways & Bridges Capital Maintenance	Neighbourhood & Enforcement Services	Prudential	(20,172)	20,172	
Environmental Improvements/ Enhancements	Neighbourhood & Enforcement Services	Prudential	(46,973)	46,973	
Integrated Transport	Neighbourhood & Enforcement Services	Grant	(794)	794	
Integrated Transport	Neighbourhood & Enforcement Services	Prudential	68,538	(68,538)	
Pride in our Play Areas	Neighbourhood & Enforcement Services	Prudential	(6,844)	6,844	
Local Electric Vehicle Infrastructure	Neighbourhood & Enforcement Services	Grant	(677,676)	677,676	
Flood Defence Grant in Aid	Neighbourhood & Enforcement Services	Grant	(568,389)	568,389	
Service & Financial Approved Schemes	Neighbourhood & Enforcement Services	Prudential	(335,685)	335,685	
Active Travel Grant	Neighbourhood & Enforcement Services	Grant	(526,914)	526,914	
Legal Fees	Policy And Governance	Prudential	42,482	(42,482)	
Stronger Communities	Prosperity & Investment	Prudential	(84,081)	84,081	
St Georges Regeneration	Prosperity & Investment	Prudential	16,279	(16,279)	
Stalled Sites	Prosperity & Investment	Capital receipt	(24,380)	24,380	
Local Regeneration Fund	Prosperity & Investment	Grant	353,182	(353,182)	
Local Regeneration Fund	Prosperity & Investment	Prudential	(1,107,731)	1,107,731	
Local Regeneration Fund	Prosperity & Investment	External	(127,628)	127,628	
Local Regeneration Fund	Prosperity & Investment	Capital receipt	72,926	(72,926)	
Housing Company - Housing	Prosperity & Investment	Prudential	712,956	(712,956)	
Property Investment Portfolio	Prosperity & Investment	Prudential	(2,421,328)	2,421,328	
Property Investment Portfolio	Prosperity & Investment	Capital receipt	(1,606,948)	1,606,948	
Property Investment Portfolio	Prosperity & Investment	External	(124,000)	124,000	
Capital Receipts Site Preparation	Prosperity & Investment	Capital receipt	(379,302)	379,302	
HE Land Deal	Prosperity & Investment	External	(154,870)	154,870	
HE Liability Sites	Prosperity & Investment	Prudential	(28,052)	28,052	
Playing Pitch Investment	Prosperity & Investment	Prudential	(216,395)	216,395	
Playing Pitch Investment	Prosperity & Investment	External	(28,778)	28,778	
Pride in Your High Street	Prosperity & Investment	Prudential	(63,533)	63,533	
Pride in Your High Street	Prosperity & Investment	Revenue	(55,000)	55,000	
Rights of Way	Prosperity & Investment	Prudential	(10,974)	10,974	
Asset Management Plan - General Works & Surveys	Prosperity & Investment	Prudential	76,348	(76,348)	
Condition Works - Leisure	Prosperity & Investment	Prudential	(31,507)	31,507	
All Other School Schemes	Education & Skills	Capital receipt	71		(71)
All Other School Schemes	Education & Skills	Grant	(11,343,716)	11,343,716	
Efficiency Schemes Capitalisation	Corporate items	Capital receipt	(949,719)	1,849,719	(900,000)
Managing the Funding of the Capital Programme	Corporate items	Capital Receipt	1,344,288	(2,244,288)	900,000
Managing the Funding of the Capital Programme	Corporate items	Prudential	(1,344,288)	2,244,288	(900,000)
Integrated Community Schemes	Adult Social Care	Prudential	(20,000)	20,000	
			<b>(21,944,902)</b>	<b>22,844,973</b>	<b>(71)</b>
					<b>(900,000)</b>

## TRANSFERS TO RESERVES - YEAR END 2025/26

Description	Amount £
Invest to Save / Capacity Fund - to support the delivery of future ongoing savings	746,000
SEND/DSG	600,000
Community Flooding	500,000
Contribution to fund DSG deficit	460,000
EPC upgrade works	396,566
Accommodation works	331,510
Community Initiatives	314,000
Solar Farm	265,000
Pot Hole Resources	260,000
Lingen Davies	250,000
Adult Social Care Client Contribution adjustments on full assessment	231,000
Housing Solutions	127,810
Theatre Developments	123,300
Amphitheatre redevelopment	100,000
Aged Debt project	70,000
Safeguarding Partnership - prevention	62,955
Leisure e-gym	50,000
Community Services - Cllrs Pride Fund	37,722
Supports work opportunities for ALD Clients	32,000
Utility meter updates	31,758
Specialised Housing	31,650
Leisure App	30,000
Armed Forces Hub events	30,000
Support nursery sustainability	26,891
Self Insurance Fund	26,455
Groundworks Neal Court	10,700
Contribution to Capital Schemes within Leisure Services	10,180
FF&E Replacement costs	3,460
Other transfers below £1k	903
	<b>5,159,860</b>
Grant Income - various grant funding received, including Public Health Grant, to be carried forward to new year	4,263,165
Third Party/External Funds	481,791
	<b>9,904,817</b>

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Telford & Wrekin  
Co-operative Council

Protect, care and invest  
to create a better borough

## Borough of Telford and Wrekin

### Cabinet

Thursday 11 June 2026

### Pride in Our High Street Update

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<b>Cabinet Member:</b>	Cllr Ollie Vickers – Cabinet Member: Jobs, Transport & Digital Connectivity
<b>Lead Director:</b>	James Dunn – Director: Prosperity & Investment
<b>Service Area:</b>	Prosperity & Investment
<b>Report Author:</b>	Daniel Turner – Invest Telford Team Leader
<b>Officer Contact Details:</b>	<b>Tel:</b> 01952 380127 <b>Email:</b> Daniel.turner1@telford.gov.uk
<b>Wards Affected:</b>	All Wards
<b>Key Decision:</b>	Not Key Decision
<b>Forward Plan:</b>	Not Applicable
<b>Report considered by:</b>	SMT – 12/05/2026 Business Briefing – 21/05/2026 Cabinet – 11/06/2026

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#### 1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Note the work of the Pride in Our High Streets (PIOHS) programme in supporting resilient local high streets, local businesses and communities of the borough, including:
- **133** new businesses supported through grant programmes
  - Across the lifetime of the programme, **138** shopfront improvements delivered through façade grants and a further through the earlier façade improvement scheme
  - **116** eco and digital grants awarded

1.2 Note the continuation of the PIOHS programme. Development of the Elevate programme including potential new initiatives, such as: 'Spend Booster'.

## 2.0 Purpose of Report

2.1 To highlight the continued positive impact of the Pride In Our High Streets (PIOHS) programme to support the regeneration and revitalisation of the borough's high streets.

2.2 PIOHS has been a key pillar of Telford & Wrekin Council's business support package over the last ten years and continues to be incredibly popular in the borough towns in which it is delivered. High streets are a vital component of the boroughs economy and continue to be places where people shop, work, socialise and connect. This report outlines over ten years' worth of delivery of the programme, including case studies and testimonials. The report also outlines the sheer number of businesses supported, from retailers who were already based in our borough towns, to businesses who have grown, expanded and started up.



## 3.0 Background

3.1 Telford & Wrekin Council's PIOHS programme was launched in 2015. In that time, we have seen a reduction in empty units, driven more footfall to our borough towns and supported hundreds of businesses to access vital grant funding. The intervention through PIOHS has enabled business to access funding that has helped them to 'startup', grow on as well as become more sustainable. The

## Pride in Our High Street Update

programme has started to be replicated across other Local Authority areas showing the Councils leadership in vital area of the economy.

- 3.2 Like many other unitary authority areas across the West Midlands and the UK, Telford's borough towns are threatened by changes to the high street. The 'up-front cost' of doing business, changing consumer habits and the rise of internet shopping have changed how residents interact with their local high streets. By investing in a tailored, local programme to support businesses on our high streets, Telford & Wrekin has seen results.
- 3.3 The programme supplements Telford & Wrekin Council's ambition as a business winning, business supporting local authority and is key for the continued economic growth of the borough.



**The Ironbridge Book Shop - Video**

### 4.0 Summary of main proposals

- 4.1 This report provides both a review of the PIOHS programme over a ten-year period, an update on the most recent delivery of phase four of the programme, reflections on the 2025 High Street Heroes competition, a spotlight on a number of PIOHS case studies with business owner testimonials and finally, a look ahead to the rollout of phase five.

### 4.2 A Decade of Supporting High Streets

### 4.3 Sustaining Growth & Investment

- 4.4 PIOHS has delivered sustained growth in new business formation, particularly in independent and micro-enterprises. We have overseen £725k worth of public investment directly supporting start-ups through the programme. This has subsequently leveraged approximately £2.46m in private sector investment, demonstrating strong confidence in the local economy and the creation of 440+ jobs, contributing to local economic resilience and jobs for local residents.

### 4.5 PIOHS Start Up Grant Enquiries 2025 to Date:

The PIOHS inbox has received 722 enquiries to date, encompassing general grant queries, market trial grants, Start Up eligibility enquiries, diversification requests,

shop frontage improvements, and wider requests for advice on available grant support.

#### **4.6 Evolution of Business Support**

4.7 As the nature of high street usage and consumer behaviour has evolved, so too has the PIOHS programme has adapted proactively. The early stages of the last decade of delivery of PIOHS were characterised by reactive support mechanisms.

4.8 More recently we have introduced, targeted programmes through the Revive & Thrive programme in 2019 (Start-Up Grants, Trial Grants, Eco, Digital).

4.9 The current approach (phase four) is tailored and strategic, with a focus on:

- Digital adoption and new digital technologies (digital grants)
- Environmental sustainability (eco grants)
- Business diversification and resilience (diversification grants)

#### **4.10 Changing Business Landscape**

4.11 Across the borough towns, we are seeing a shift away from reliance on national chains towards an appreciation for spending money with locally rooted, independent businesses. This intelligence comes directly from the shop owners we speak to whilst gathering intelligence and grant applications to support the retailing of locally sourced products.

4.12 There has clearly been a structural shift across the retail economy (online growth) and changes in consumer behaviour, but there have also been a number of strategic policy decisions and economic shocks which have increased pressure on small business owners, including economic uncertainty following Brexit, significant disruption during COVID-19 pandemic and rising operational costs impacting business sustainability, such as utility costs.

4.13 Despite this, the borough has demonstrated strong recovery and adaption with growth in:

- ‘experience-led’ businesses (hospitality, leisure, services) – The Orbit in Wellington being a prime example, as well as the Ironbridge Book shop - both of which have received grants through the PIOHS programme.
- Another example is the creative and artisan sectors – where PIOHS has supported Creative Training Spaces in Wellington, receiving a start-up grant and hosts the locally renowned Welly Arts.
- In Oakengates Business Retreat Boutique provides a place to connect, create and unwind in their café and business hub. The business was supported by the PIOHS programme including eco-grants.
- A recent grant award to Mytchel Ram Sports will provide a gym and sports therapy service in the heart of Dawley this summer.

#### **4.14 Current Delivery Model**

4.15 In terms of the current delivery model for PIOHS, at the launch of this phase of the programme, Telford & Wrekin Council committed to a total funding package of £1 million to support local high streets.

4.16 This package of support was split out into a number of grant programmes:

- Start-up grants of up to £10,000 to help businesses set up on the high street in empty retail units
- Start-up trial grants of up to £2,500 to help businesses test the waters on the high street first, often as pop up shops or a market stall
- Facade grants for shop units to help paint shop frontages, replace signage or improve shutters and make high street units look more attractive
- Eco grants to help businesses purchase energy saving products and become more sustainable
- Digital grants to help businesses become more effective and efficient in today's digital world.

4.17 Following the success of the above package of support, Diversification grants were launched in November 2025 – aimed at supporting businesses of all types in the Borough towns, the grant programme was designed to support businesses seeking to expand or evolve their existing operations, building on their current strengths – encouraging innovation and resilience by helping businesses explore new products, services, or markets.

4.18 An example of this has been Tails from the Gorge which have been awarded £1,500 to enable the business to buy a dog bath. This can be used by tourists before they take their dogs back to accommodation or as a booked service with the business owner who is also a registered veterinarian nurse. This supports the diversification of business which sells pet products.

#### **4.19 Empty Units**

4.20 Bucking national and regional trends, Telford continues to see a far more positive picture in terms of empty retail units across our borough towns. As the infographic below shows, between 2017 and 2026, borough town empty unit rates are consistently below that of the national average. Whilst the impact of the COVID-19 pandemic was felt, 2021-2022 saw a return to a downward trend.

4.21 The team continue to work exclusively with businesses who increase footfall to the borough towns, prioritising unique, growing businesses who have a credible and realistic business plan and a sound financial footing. This ensures that PIOHS does not facilitate saturation of businesses in the same locality.

4.22 The sharpest fall in empty units has been seen in Wellington since 2021, whilst Madeley had limited empty units in 2026, with Oakengates also quickly approaching that number.

#### 4.23 Empty Unit data collected March 2026

- 4.24 Based on the current national high street vacancy rate of 13.5%, the borough's 727 retail units could be expected to include around 98 empty premises. However, locally only 24 units were recorded as vacant in March 2026.
- 4.25 This represents approximately 74 fewer empty units than would be anticipated at the national average, demonstrating the significant positive impact of the *Pride in Our High Street* programme and associated business support interventions in maintaining occupancy and supporting town centre vitality.
- 4.26 This highlights the borough's high streets as significantly outperforming national trends. Since collating the borough's high street data, there have been some changes in Newport as 5 of the 8 empty units are currently under offer and 1 of the empty units in Dawley is now occupied by a business leaving only 2 empty units.

**Table 1 – Empty unit data**

<b>Borough Town</b>	<b>Number of Retail Units</b>	<b>Number of Empty Units</b>	<b><i>Equivalent at national vacancy rate of 13.5%</i></b>
Dawley	56	3	7
Ironbridge	66	2	9
Madeley	76	0	10
Newport	190	8	25
Oakengates	123	1	16
Wellington	216	10	28
<b>Total Units</b>	<b>727</b>	<b>24</b>	<b>98</b>

#### 4.27 Cross-council collaboration

- 4.28 A wide range of teams across the Council support, this includes:
- Working closely with Estates & Investment on investment in Wellington
  - Joint working with relevant partners and council colleagues on the regeneration of Oakengates
  - Deploying the team to Donnington to work with local retailers on modern, improved shop facades
  - Working with colleagues in our Visit Telford team, supporting businesses who rely heavily on tourism and visitors to the borough
  - Working with colleagues in our in house Events team to ensure that local businesses are aware of upcoming, council-led initiatives and how these events can help to drive footfall locally

## Pride in Our High Street Update

- Working with the Enforcement Team and Heritage Officer to ensure our High Streets are following the legal guidance with signage and relevant planning consents
- Working with the World Heritage Site Coordinator on the management plan and heritage issues
- The team work closely with Enforcement colleagues to identify and troubleshoot issues and challenges arising on our high streets across Planning and Environmental Health teams
- Taking on board feedback and intelligence from residents and retailers, the council has also been proactive with the provision of free parking across borough towns and prime retail areas

### 4.29 High Street Heroes 2025

- 4.30 On Small Business Saturday (an annual national event) we announce our High Street Heroes, this has been running since 2021. To date we have awarded over 150 High Street Hero Awards. The awards have been central to raising the profile of local businesses and the PIOHS programme. Voted by the public, the awards continue to grow in popularity and are a way for businesses to showcase what they do, increase PR about their offer and most importantly, raise the profile of shopping, eating, drinking and visiting local.
- 4.31 A total of 29 High Street Heroes were crowned in towns across the Borough in 2025 – nominated by local residents, members of the public and businesses who use their services and feel they make a valuable contribution to the local community.
- 4.32 Councillors presented business winners with trophies and certificates in six Borough towns including Dawley, Ironbridge, Madeley, Newport, Oakengates and Wellington in the run up to Small Business Saturday on Saturday 6 December.
- 4.33 Nominations for the latest round of High Street Heroes opened in September 2025 and over 1500 nominations were received. High Street Heroes range from hair salons, cafes and butchers to pubs, dance companies and clothes shops.
- 4.34 This year there was also a '*Not on the high street*' award which was won by The Park in Wellington which isn't on a Borough town high street but received some of the highest votes for Wellington.

### 4.35 The 2025 High Street Heroes winners are as follows:

**Dawley:** Mo's Barbers, Elephant & Castle, Amanda's Ow Bist'Ro, Chasni

**Ironbridge:** Kiddos Kingdom, Ironbridge Interiors, Crust & Crumbs, Darbys, Moonshine & Fuggles

**Madeley:** The Indian Melting Pot, Sweet Little Things, Foresters Arms, Anstice Pharmacy, Yutopia Spa

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**Newport:** The Travel Store, The Stag & Scotch Micropub, Immi's Cakes & Bakes, Pretty Puds

**Oakengates:** Bangla Pride, Shelly's Creations, Station Hotel, Ste's Cutz, Crown Inn

**Wellington:** Powerpoint Stores, Boardroom Gaming Cafe, Park Street Kitchen, Zoe Trends, Odd Pals, The Park (not on the high street).



### 4.36 Case Study One – Book Nook, Ironbridge

4.37 Book Nook opened its doors at 4, The Square after receiving a start-up grant through Telford & Wrekin Council's Pride in Our High Street programme.

4.38 Owner Meg Prince already runs The Ironbridge Bookshop next door to the unit and has seized the opportunity to grow her business offer.

4.39 Meg researched into what customers want and converted Book Nook into a dedicated space for events such as author days, poetry sessions and children's reading times. Experiences also include hobby sessions, craft workshops, table top gaming (which is very popular and not offered locally), board game events, literacy sessions and reading workshops.

4.40 The second-hand book market is expected to continue to grow and Megan is hoping to attract people from far and wide and drive more footfall to Ironbridge.



#### 4.41 Case Study Two – Wrekin Star Judo, Wellington

4.42 Telford’s only judo club, Wrekin Star Judo Club, had been operating from the upper floors in Wellington Market but moved to larger premises at 1 Church Street in the town after receiving a business start-up grant.

4.43 The larger unit enabled the judo club to host regional and national events through the British Judo Association – raising the profile of Wellington and bringing new footfall to the high street. In addition, the club has also secured £2,000 from Wellington ward members to provide some free taster sessions and community engagement activities.

4.44 Wrekin Star Judo, formed 60 years ago, has a proven track record and in 2024 the club became a not-for profit Community Interest Company (CIC) which helped to broaden its offering, especially in the community. The club hosts a variety of sessions to suit all abilities from age six and above in a fun, inclusive and welcoming environment and this new facility also allows it to offer fitness training and health and wellbeing education.

4.45 The business start-up grant has helped Wrekin Judo Club to set up in the new Church Street premises – funding the cost of new changing rooms, disabled toilet facilities, safety flooring, design and survey costs, tables and chairs and office furniture.

4.46 Wrekin Star Judo Coaches David Thomas and Gareth Mapp are really excited about the move.

4.47 Gareth said: *"We are delighted that, after over 60 years, Wrekin Star has a permanent home in Wellington, a first for local judo. As a volunteer run, social enterprise, we are very grateful for the support that has made this possible, from all of our members and from Telford & Wrekin Council."*

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*"We have a very diverse membership and look forward to welcoming more of the community into the Olympic sport of judo, for fitness or fun, whatever their experience, age, background or abilities."*

- 4.48 Wrekin Star Judo has also been supported by Councillor Paul Davis and Councillor Graham Cook through their Councillors' Pride Fund.



### 4.49 Case Study Three – Sweet Little Things, Madeley

- 4.50 Sweet Little Things Bakery & Tea Room is the first business of its kind to open on the high street in Madeley – offering homemade cakes, a homely place to sit and eat and takeaway drinks and lunches. The business, which has moved into a unit at Madeley Malls, Russell Square, is also a permanent base where bespoke celebration cakes can be ordered. Owner Leanne Humphries, who has a strong background in the hospitality industry, is well known in Madeley after selling homemade celebration cakes at Madeley Market since 2022.
- 4.51 Sweet Little Things Bakery & Tea Room offers a unique menu, focusing on cake sales to begin but will develop to offer afternoon teas, light lunches and take away breakfast menus - with a constant changing selection of foods depending on the seasons. A fabulous selection of coffees, hot chocolates and mega milk shakes, afternoon treat deals, vegan and gluten free menus will also be available.
- 4.52 Parents and baby sessions, where new mums can meet, will be hosted at the tearooms in the future and free Wi-Fi is available for people wanting to work away from their desks or a change from their home work environment.
- 4.53 Pop up events including school holiday activities, 'knit and natter' evenings and wreath making workshops will also be offered from the unit. Sweet Little Things Bakery & Tea Room is open on Tuesdays to Saturdays (9am-4.30pm) initially with extra opening hours added for pop up events.

**4.54 Leanne said:**

*“I’d outgrown the space at the market stall and the tea rooms will allow me to grow the business – catering for existing customers but welcoming new ones as well. I want Sweet Little Things Bakery & Tea Room to become the place to go – whether you’re a parent waiting to pick up a child from a dance class, elderly or lonely and just want a chat, or a home worker who wants a nice space to have a meeting with Wi-Fi. The tea room will be inviting and welcoming to all and I’m really grateful for the support I’ve received from the Council’s Pride in Our High Street programme to make this move possible - giving me the chance to have a permanent base in Madeley.”*



**4.55 Case Study Four – Baked Bean, Ironbridge**

4.56 Owners Adam Purnell, otherwise known as the Shropshire Lad, and Tess Sharp took on new venture, Baked Bean, alongside Embers Cafe which they also set up in the town.

4.57 The business sells a wide variety of locally produced artisan baked goods such as pastries and cakes, cold sandwiches and fairtrade coffees and drinks in a welcoming setting located on the ground floor of 1 Waterloo Street in Ironbridge.

4.58 Locally sourced ingredients which showcase regional producers and support the community are used and the business has a strong partnership with Hundred House Coffee - a respected local roastery known for high-quality, fairtrade beans.

4.59 The takeaway also features a shop section selling packaged local jams, chutneys, coffee beans and Baked Bean merchandise such as mugs and tote bags.

4.60 Adam said: *“Building on the success of Embers Cafe, we want to create a welcoming, modern take-away shop in the heart of Ironbridge that celebrates local craftsmanship in baking, ethical coffee, as well as providing exceptional customer experience.”*

## Pride in Our High Street Update

*“Baked Bean will combine the warmth of a traditional bakery with the style and quality of a boutique coffee house and we aim to attract both local residents and tourists visiting Ironbridge — a UNESCO World Heritage Site known for its charm.”*

*“We already have a thriving business, Embers, and a following of loyal customers. At Baked Bean all of the produce will be made locally and our Head Baker has a first-class degree in pastry and bread making.”*

*“This will ensure that our products set us apart from what is already on offer in Ironbridge. Our coffee is all fairtrade and supplied by local business – Hundred House, which will elevate our offering.”*

- 4.61 The Pride in Our High Street start-up grant has helped Adam and Tess to fund the set-up of the new cafe space and shop, helped with painting and signage and supported the cost of a new coffee machine and till system which needed plumbing and electrics fittings.



## 4.62 Case Study 5 – Society Market – Newport

- 4.63 Society Market, which opened in 2021 following an investment to transform the former market hall into a sports bar and gastro pub, which has been trading successfully for over five years demonstrating the long-term impact of the PIOHS start-up grant.



#### 4.64 Case Study 6 – Proactive Personnel – Oakengates

4.65 A grant was awarded to support the relocation of Proactive Personnel from Limes Walk, where Towns Fund regeneration works were taking place, to 34 Market Street; the business is an established recruitment agency, operating since 1999 with a network of 12 branches nationwide, delivering employment and workforce solutions.



#### 4.66 Case Study 7 – Mytchel Ram Sports - Dawley

4.67 The Council has awarded a Pride in Our High Street start-up grant to support the opening of Mytchel Ram Strength and Performance on Dawley High Street. The grant has contributed towards essential equipment, security infrastructure, and fit-out works, enabling the business to bring a large vacant unit back into active use and begin trading without delay.

4.68 This investment supports the expansion of an established and profitable local health and wellbeing business, which will relocate and open to the public this summer following a phased development period. The business model is underpinned by an existing client base and diversified income streams, ensuring early trading stability while building towards a full membership gym offer.

## Pride in Our High Street Update

4.69 The grant is expected to deliver positive impacts for Dawley High Street by increasing footfall, supporting local instructors and complementary services, and contributing to the longer-term vitality and resilience of the town centre.

### 4.70 National Recognition - Case Study in Oakengates

4.71 Oakengates provides a strong example of how the Council's *Pride in Our High Street* programme has achieved national recognition over the past decade. The town centre has been acknowledged for its consistent focus on creating a welcoming, well-maintained and community-led environment that actively supports its independent business base.

4.72 Following a recent visit, Andrew Goodacre of the British Independent Retailers Association highlighted the impact of this work, noting:

4.73 "As soon as I arrived I could see that Oakengates was cared for and very community orientated. Bunting, great flowers, clean streets all provided at no extra cost to the high street businesses. On top of that there is free parking, which is so rare these days, but very welcome. Great to see a town centre so focused on supporting its independent retailers."

4.74 This external endorsement reflects the success of coordinated investment and partnership working in Oakengates. It demonstrates how relatively small-scale but consistent improvements—such as high-quality public realm maintenance, seasonal enhancements and business-friendly initiatives—can significantly enhance perception, footfall and local pride. Oakengates continues to serve as a model for how the programme delivers tangible outcomes for residents, businesses and visitors, contributing to the borough's wider reputation for supporting thriving and resilient high streets.

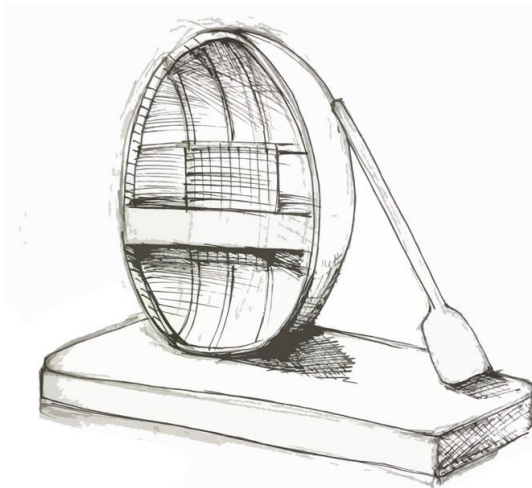
4.75 The *Pride in Our High Street* programme also supported a High Street Celebrations event on 23 May 2026, helping to sustain footfall and community engagement during ongoing regeneration works, with funding provided through the Morris Property Social Fund.



### 4.76 PIOHS Phase 5

- 4.77 The priority for 2026 onwards is to continue to drive footfall to the high street to boost local spend in all borough towns. A programme of high-street celebration events will be delivered in Oakengates, including a children's summer trail in August. These events are designed to increase footfall, support local businesses, and encourage community engagement through family-friendly activities, street entertainment, and interactive trails that promote greater use of the high street. This is of particular importance in Oakengates during the regeneration works. Working with the Estates & Investment it has been agreed to use the £10k Social Fund from Morris Property to support these High Street Celebration Events.
- 4.78 The proposed Elevate Programme represents the next phase of the Council's long-term commitment to high street regeneration, building on the success of previous Pride in Our High Street programmes to deliver a more ambitious, targeted and outcomes-focused approach from 2026 onwards and the conclusion of the current phase.
- 4.79 The programme is being developed in response to ongoing structural challenges facing our high streets, including changing consumer behaviour, rising costs, and vacancy rates, and sets out a comprehensive package of interventions to boost spend, animate town centres, unlock underused space, and support business growth.
- 4.80 The Elevate Programme will bring together a coordinated suite of initiatives, including business grants, a High Street Spend Booster to drive immediate economic activity, an Activation Fund to support collaborative events and a Test and Scale Grant to support business expansion and job creation.
- 4.81 Coracle Trail Project**
- 4.82 The Coracle Trail is a flagship place-making initiative led through Pride in Our High Street and the Visitor Economy Team, designed to transform the Ironbridge Gorge into a vibrant, interactive cultural destination. The project will deliver a series of 11 semi-permanent, high-quality coracle sculptures positioned across key locations, encouraging residents and visitors to explore the wider area, increase dwell time, and support local retail and hospitality businesses. Rooted in the area's rich heritage, the trail will celebrate Ironbridge's identity while using public art and storytelling to animate the high street and surrounding communities.
- 4.83 The trail will launch in Spring 2027 as part of the 40th anniversary of Ironbridge Gorge's designation as a UNESCO World Heritage Site, forming a key element of the borough's wider programme of cultural and visitor economy activity. It also supports the anticipated increase in visitor numbers as a result of the National Trust assuming control of the Ironbridge Museum sites providing an opportunity to improve walking opportunities across the wider gorge area.
- 4.84 Delivered in partnership with local artists, schools, and organisations including the Ironbridge Coracle Trust, the project will adopt a strong community-led approach, with schools contributing design concepts that are brought to life through professionally commissioned artworks, ensuring local ownership and pride in the installations.

- 4.85 The Coracle Trail has been designed to be fully accessible and inclusive, offering a free, family-friendly outdoor experience that can be enjoyed by residents and visitors of all ages and abilities. Set within the stunning landscape of the Ironbridge Gorge World Heritage Site, the trail will encourage gentle exploration through well-connected, publicly accessible locations, combining art, heritage, and interactive elements to create an engaging and enjoyable activity. By providing an accessible outdoor attraction that promotes wellbeing, discovery, and time spent in nature, the trail will offer a unique opportunity for communities to come together and experience the area in an inclusive and welcoming way.
- 4.86 To further mark this significant milestone, a special '40th Anniversary Coracle' will be commissioned and unveiled as part of the celebrations, providing a landmark focal point for the trail and a high-profile moment within the commemorative programme. Collectively, the Coracle Trail is expected to drive increased footfall, strengthen the visitor economy, and create a lasting cultural legacy that supports ongoing regeneration and the continued vitality of the borough's high streets.



## 5.0 Alternative Options

- 5.1 In the absence of the PIOHS programme the boroughs high streets would have experienced continued economic decline compounded by the changes in retail habits and the impact of the pandemic which has accelerated the move to online activity. The likely alternative to council intervention through PIOHS would have been:
- Increased levels of empty shop units
  - An increase in uses such as hot food takeaways, vape shops and betting shops
  - Increased ASB issues due to declining footfall in centres
  - Declining quality of infrastructure and public realm
  - Lack of investment in buildings by private landlords and tenants
  - Decrease in community cohesion due to reduced social connectivity

## **6.0 Key Risks**

- 6.1 The key risks to the programme include:
- Potential for business failures – this has been very low to date.
  - Footfall continues to decline – evidence shows that footfall and economic activity is increasing
  - Future economic shocks (recessions / further pandemics) impacting high streets necessitating large scale intervention – the programme has helped demonstrate the resilience of the high street and residents desire to have good quality locations to meet and socialise that they can be proud of.

## **7.0 Council Priorities**

- 7.1 PIOHS contributes toward the following Council 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

## **8.0 Financial Implications**

- 8.1 Capital funding for Phase 4 of PIOHS includes a £1m which was made available from within the approved Capital programme. Finance will support allocations of this budget through the Financial Monitoring process to ensure expenditure is of a capital nature.

## **9.0 Legal and HR Implications**

- 9.1 The UK subsidy control regime enables UK public authorities, including local authorities, to give subsidies that are tailored to their local needs, and that drive economic growth. This will need to be considered when providing support which may give a financial advantage. Legal advice will be provided as and when requested in this regard and Legal Services have developed a standard form of grant agreement that will be used in each award of funding.
- 9.2 Any decision made by the Authority can be subject to challenge in respect of its reasonableness or lawfulness. Therefore, a robust and transparent assessment procedure is required so as to avoid challenge of either the process followed or recommendations made by Officers and the Decision Makers.

## **10.0 Ward Implications**

- 10.1 The PIOHS programme impacts wards borough wide as residents can apply for grants for works in borough towns but may live in adjoining wards.

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

- 11.1 The programme has helped to create vibrant and economically active high streets. This has helped to:

- Improve health outcomes by ensuring that high streets remain centres for shopping and commercial activity as oppose to areas seeing an increase in unhealthy uses such as hot food takeaways, vape shops and betting shops.
- Better quality high streets help create places that people wish to visit, especially more vulnerable residents, leading to opportunities to socialise, create communities, breakdown barriers and reduce isolation and loneliness.
- The programme has helped to create over 440 new jobs, these are residents that may have otherwise been out of work and economically inactive. New, local employment opportunities help to raise aspirations and provide people an opportunity to improve their economic wellbeing.

## **12.0 Equality and Diversity Implications**

12.1 The programme has helped create safer, stronger communities and has helped improve high streets that serve a range of communities across the borough.

## **13.0 Climate Change, Biodiversity and Environmental Implications**

13.1 The programme has helped invest in new businesses that occupy premises that would have otherwise been vacant. This helps bring properties back into economic use. Further investment in properties by landlords and business owners help to improve the energy efficiency of buildings supported by our Eco Grants.

## **14.0 Report Sign Off**

<b>Signed off by</b>	<b>Date sent</b>	<b>Date signed off</b>	<b>Initials</b>
Director	07/05/2026	07/05/2026	JD
Legal	07/05/2026	07/05/2026	SH
Finance	07/05/2026	07/05/2026	DR



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## Borough of Telford and Wrekin

### Cabinet

11 June 2026

### Telford & Wrekin Domestic Abuse Strategy Refresh 2026-2028

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<b>Cabinet Member:</b>	Cllr Kelly Middleton – Cabinet Member: Public Health and Unlocking Opportunities for All
<b>Lead Director:</b>	Helen Onions – Director of Public Health
<b>Service Area:</b>	Health & Wellbeing
<b>Report Author:</b>	Tony Mercer – Head of Public Health Commissioning
<b>Officer Contact Details:</b>	<b>Tel:</b> 01952 381366 <b>Email:</b> tony.mercer@telford.gov.uk
<b>Key Decision</b>	Yes
<b>Wards Affected:</b>	All Wards
<b>Forward Plan:</b>	Yes – 14 May 2026
<b>Report considered by:</b>	SMT - 12 May 2026 Business Briefing – 21 May 2026 Cabinet – 11 June 2026

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#### 1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Acknowledge the impact of the domestic abuse strategy programme over the past three years, in terms of raising awareness of the agenda and offering expanded support to more residents who are affected.
- 1.2 Approve the refreshed Telford & Wrekin Domestic Abuse and Violence Against Women and Girls Strategy for 2026 – 2028.

#### 2.0 Purpose of Report

- 2.1 To receive an update on the Telford & Wrekin Domestic Abuse Strategy 2023-2025 implementation, and to introduce proposals for the refreshed strategy for

2026-2028, which incorporates more strongly the Violence Against Women & Girls (VAWG) and prevention agenda.

### 3.0 Background

- 3.1 The Telford & Wrekin Domestic Abuse Strategy 2023-2025 was approved by Cabinet in February 2023. The governance and oversight of strategy implementation is provided through the Telford & Wrekin Domestic Abuse Local Partnership Board (DALP), chaired by the Executive Director for Children's Services and Public Health. Alongside the DALP, a local multi-agency Domestic Abuse Forum, brings together a wide range of partners in operational and community roles, to develop annual action plans to implement the strategy commitments. The DA Forum has a strong lived experience voice, and the independent forum chair is a member of the strategic DALP board.
- 3.2 The 2023-2025 strategy is structured around four pillars: Partnership, Prevention, Provision, and Pursuing & Protection. The draft refreshed strategy (Appendix) highlights notable achievements delivered in partnership during the last three years under the four pillars.
- 3.3 A well-attended local stakeholder event held at Park Lane Centre in March 2025, captured local innovation and good practice in programmes and interventions for preventing and reducing Violence Against Women and Girls (VAWG).
- 3.4 In December 2025 the Government published an ambitious strategy *Freedom from Violence and Abuse*, aimed at halving VAWG over the next ten years. The national strategy focuses on three areas; prevention and early intervention, support, and relentless pursuit of perpetrators. Unfortunately, no additional funding has been made available to local authorities to implement the national VAWG strategy locally.
- 3.5 As reported in the May Cabinet Building Safer Stronger report the violence against women and girls agenda is aligned with the DALP programme, specifically in relation to initiatives such as targeted education for young people on sexual exploitation, violence and unhealthy relationships, the White Ribbon campaign, and the successful target hardening programme, which improves home security for those at risk.

### 4.0 Summary of main proposals

- 4.1 The refreshed Telford & Wrekin Domestic Abuse and Violence Against Women and Girls Strategy 2026-2028 incorporates our local response to the national VAWG strategy. The overall strategy aim is - **working together to end domestic abuse and violence against women and girls in our communities - in all its forms, ensuring that everyone who is affected can access the help and services they need.**

4.2 The existing four strategy pillars have proved to be a clear and useful strategic framework for the work programme, and it is proposed that these pillars remain as the underlying framework for the 2026-2028 refreshed strategy.

4.3 The refreshed Telford & Wrekin Domestic Abuse and Violence Against Women and Girls Strategy proposes four commitments under each of the four pillars.

4.3.1 **Partnerships:** commitments will be achieved by driving change shaped by survivors, through collaborative leadership, partnership working and a skilled workforce, as follows:

- Strengthen partnership working at all levels through the Domestic Abuse Local Partnership Board and Domestic Abuse Forum.
- Support the Lived Experience Advisory Forum (LEAF) to give local survivors a voice, with a particular focus on seldom heard and more marginalised groups.
- Agree a framework for data collection from all safe accommodation providers, including information on protected characteristics, and incorporate into DALP dashboard.
- Refresh the safe accommodation needs assessment annually and update every three years.

4.3.2 **Prevention:** commitments will be achieved through effective awareness, prevention and education programmes and a culture of early intervention, as follows:

- Educate young people about sexual exploitation, sexual violence and unhealthy relationships, challenging attitudes that enable abuse.
- Expand the reach of the annual White Ribbon campaign across our communities and into schools.
- Improve the safety of women and girls in the Night-time Economy.
- Provide screening and other interventions to prevent and respond to violence affecting woman throughout pregnancy and after childbirth.

4.3.3 **Provision:** commitments will be achieved by systematically offering integrated, tailored whole family services and support at the right time, as follows:

- Promote details of local support services, particularly the telephone helpline number.
- Strengthen pathways between the domestic abuse service for adults, children and young people, and other support services.
- Further increase the availability of safe accommodation to meet individual needs, with a particular focus on one and two bed units.
- Target harden survivor's homes, through strengthened security and surveillance, so that they can continue living there safely.

4.3.4 **Pursuing and Protection:** commitments will be achieved through effective, engaged, supportive, responsive and timely protection and justice and a multi-agency approach to perpetrators, as follows:

- Continue to support local victims through court proceedings and civil remedies.
- Challenge perpetrators to recognise and modify their behaviours through evidence-based perpetrator programmes and interventions.
- Implement all recommendations from the independent Multi-Agency Risk Assessment Conference MARAC<sup>1</sup> review.
- Seek and enforce appropriate legal orders and other restrictive measures to disrupt and prevent abusive behaviour.

## 5.0 Alternative Options

5.1 Local Authorities have duties and responsibilities in relation to their role in domestic abuse local partnerships, strategy development and needs assessment to inform the local service offer, which are set out in sections below. In this context and given the strong partnership engagement and consensus on these strategy proposals alternative options are not recommended.

## 6.0 Key Risks

6.1 There are clear responsibilities and duties for local authorities set out in the Domestic Abuse Act 2021, and this strategy includes local implementation of those expectations. The Council is funded to deliver its duties through the Local Authority Domestic Abuse Grant, and there are associated MHCLG monitoring returns which track the spend of this funding in-line with the duties of the Act. The Domestic Abuse Commissioners Office for England & Wales is a member of the Telford & Wrekin DALP.

## 7.0 Council Priorities

7.1 The domestic abuse programme contributes to the following Council Priorities:

- Every child, young person and adult lives well in their community
- All neighbourhoods are a great place to live
- A community focused innovative council providing effective, efficient and quality services.

## 8.0 Financial Implications

8.1 The budget for 2025/26 for funding domestic abuse services was funded from Government provided Domestic Abuse Grant £506k, £180k of previous years resources brought forward, and £123k of other budgeted resources. Total funding

expended in 2025/26 was therefore £694k, and £115k was carried forward into 2026/27.

- 8.2 The resources available in 2026/27 include a continuation of the Domestic Abuse Grant which is now rolled into a package of grants- Homelessness, Rough Sleeping and Domestic Abuse(DA) grant, the DA grant being £529k, (and indicative for 2027/28 of £548k and for 2028/29 £563k). In addition there is grant rolled forward from 2025/26 to 2026/27 of £115k. There is also additional funding for the Perpetrator programme from reserves, so for 2026/27 total planned expenditure is £648k from available resources for that year.
- 8.3 The plan is to deliver Commitments under the four pillars from within existing resources. As stated earlier in the report there are new contracts to be awarded in 2026. Existing resources are the funding envelope within which the contracts should be funded, and additionally the Council has committed to provide funding for VAWG strategy commitments - £36k in 2026/27 and £67k in 2027/28. Any requirement to meet expenditure outside of these resources would need to be considered as part of the Council's Medium Term Financial Strategy. The Perpetrator programmes are not eligible under the terms of the DA grant and is currently being met by one off resources. These are planned until and including 2027/28, and further consideration will need to be given to the continuation of this programme in years beyond 2027/28.
- 8.4 Governance and Oversight of the strategy and programme implementation is provided by the Domestic Abuse Local Partnership Board and the financial performance against all available resources is reported on a regular basis.

## **9.0 Legal and HR Implications**

- 9.1 The Domestic Abuse Act 2021 received Royal Assent on 29th April 2021 and defines domestic abuse (Section 1) and children as victims (Section 3). Part's 2 and 4 sets out the duties of the Domestic Abuse Commissioner and the duty of public authorities, including local authorities and partners, to cooperate with the Commissioner, details include:
- Section 57 (in force 01.10.2021) sets out the duties of local authorities to provide support to victims, to prepare and publish a strategy for such and to monitor and evaluate the strategy's effectiveness.
  - Section 58 requires local authorities to appoint Domestic Abuse Local Partnership Boards to advise local authorities about the exercise of their Section 57 functions.
  - Section 59 requires local authorities to submit an annual report to the Secretary of State at the end of each financial year.
  - Section 60 requires local authorities to exercise their functions under the Act in accordance with statutory guidance (published on 08.07.2022).

This is also to be read in light of the creation of the DHR panel by the Domestic Violence, Crime and Victims Act 2004, SAR panel creation and the duty to promote individual well-being under the Care Act 2014, Children Act 1989 and Working Together to Safeguard Children 2026 duties to safeguard children appropriately. Priority need can be conferred under the Housing Act 1996 in respect of domestic abuse.

9.2 Following the relaunch of our Corporate Domestic Abuse Policy in 2021 and commitment through signing the GMB 'Work to Stop Domestic Abuse' Charter, the Council has introduced a Domestic Abuse Ambassadors Network. It represents the next step in strengthening our employee led support offer, joining five established employee networks (Race Equality, Disability, LGBTQ+, Neurodiversity and Armed Forces) and four support and champion groups (Menopause Champions, Mental Health First Aiders, Grief First Aiders and Inclusive Recruitment Champions) as our fifth dedicated employee support group.

## **10.0 Ward Implications**

10.1 All Wards affected.

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

- Domestic abuse is a significant issue in our communities given the impact on individuals and families affected, especially children and young people. It is well known that domestic abuse is an adverse childhood experience which can have life-long effects, and that it also has the potential to cause trauma in adults.
- Reducing the impact of domestic abuse is of particular concern to the Safeguarding Children Board (SCB) and Safeguarding Adults Board, and both Boards receive regular updates from the DALP. There is a SCB sub-group which focusses on the impact of domestic abuse on children and young people.
- There are overlaps between the domestic abuse agenda and the Community Safety and Building Safer Stronger Communities agenda, given the shared commitment to tackling negative and inappropriate behaviours and attitudes in our communities, especially in respect to violence against women and girls.
- The local NHS organisations are key members of both the DALP and the DA Forum, and NHS services have an important role to play in identifying patients affected by domestic abuse and them referring appropriately for specialist services and support. At the time of writing, the ICB Designated Adult Safeguarding Lead is the Vice Chair of the DALP.

## 12.0 Equality and Diversity Implications

12.1 The Telford & Wrekin Domestic Abuse Forum is a network of more than 50 organisations and individuals representing local communities and our strong local lived experience voice continues to evolve. Work is on-going in the forum to strengthen connections with the Interfaith Council and other faith organisations and the LGBTQ+ community.

## 13.0 Climate Change, Biodiversity and Environmental Implications

13.1 None.

## 14.0 Background Papers

- 1 Borough of Telford and Wrekin Cabinet 16 February 2023: Telford & Wrekin Domestic Abuse Strategy 2023 - 2025

## 15.0 Appendices

- A Telford & Wrekin Domestic Abuse and VAWG Strategy Draft 2026-2028

## 16.0 Report Sign Off

<b>Signed off by</b>	<b>Date sent</b>	<b>Date signed off</b>	<b>Initials</b>
Director	23/04/2026	23/04/2026	HO
Finance	23/04/2026	06/05/2026	DTW
Legal	23/04/2026	15/05/2026	ON

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<sup>1</sup> A Multi-Agency Risk Assessment Conference (MARAC) is a regular local meeting where professionals discuss the safety of victims (and their children) at high risk of murder or serious harm due to domestic abuse. It brings together police, health, child protection, housing, and IDVAs to create a joint, tailored safety plan.

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# Domestic Abuse and Violence Against Women and Girls Strategy 2026-2028

# Foreword

Much has been achieved during the last three years by working together to prevent and reduce domestic abuse in our communities and ensure that everyone who is affected can access the help and services they need. Telford and Wrekin is committed to a Public Health approach to reducing Domestic Violence and Violence Against Women and Girls, with a specific focus on reducing the incidence and impact on adults, children and young people through prevention and Early Help. As a result, there has been a significant increase in the number of adult survivors and children and young people receiving specialist support and domestic abuse perpetrators commencing behaviour change programmes. The number of recorded crimes and non-crime incidents in Telford and Wrekin with Domestic Abuse or Violence Against Women and Girls markers have reduced over the last three years. However, much remains to be done. The number of recorded crimes and non-crime incidents categorised as Other Sexual Offences and Honour Based Violence have increased. Over 1 in 5 recorded crimes and non-crime incidents in Telford and Wrekin have a Domestic Abuse marker (22%).

In December 2025 the government launched an ambitious national strategy, Freedom from Violence and Abuse, to half violence against women and girls over the next ten years. However, no additional funding has been allocated to local authorities to achieve this aim.

However, Telford & Wrekin Council remains committed to working with partners to prevent and reduce domestic violence and other forms of violence against women and girls in our communities.

This new Strategy retains the four pillars from the 2023-2025 Strategy to plan, deliver and evaluate interventions: working in partnership to achieve change, prevention and early intervention, providing integrated whole family services and specialist support, and providing timely and responsive protection and justice. The new strategy sets out some of our key achievements under these four pillars over the last three years, and our four priority commitments for each pillar for the next three years. The Telford & Wrekin Domestic Abuse Local Partnership Board will be responsible for delivering these commitments for our residents.

Finally, a huge thank you to all our partners and residents with lived experience who support and steer the domestic abuse programme. Your commitment to this agenda shines through our partnership work and makes us stronger - together we can end domestic abuse and violence against women and girls in our communities in all its forms, and ensure that everyone who is affected can access the help and services they need.



**Jo Britton**  
Executive Director of Children's Services, Children's Safeguarding and Family Support and Chair of Telford & Wrekin Domestic Abuse Local Partnership Board (DALP)



**Cllr Kelly Middleton**  
Cabinet Member for Public Health & Healthier Communities, Telford & Wrekin Council

## Context

Domestic abuse and violence against women and girls often remain unreported for a variety of reasons and so data on recorded crime data and non-crime incidents underrepresents the true volume of these incidents. However, data over several years can indicate overall trends.

The number of recorded crimes and non-crime incidents in Telford and Wrekin with a Domestic Abuse marker fell by 4% from 2023 to 2025. The number of recorded crimes and non-crime incidents with a VAWG marker fell by 8% during the same period.

Also recorded Stalking & Harassment offences and incidents reduced by 12% and recorded Rapes by 7% during the same period. However, from 2023 to 2025, recorded Other Sexual Offences and related non-crime incidents increased by 14% and recorded instances of Honour Based Abuse, while relatively small, increased fourfold.

Telford and Wrekin recorded crimes and non-crime incidents*	2023	2024	2025
Domestic Abuse	5,189	4,828	4,960
VAWG Offences	4,406	3,982	4,045
Stalking & Harassment	2,134	1,880	2,185
Other Sexual Offences	432	425	493
Rape	284	246	263
Honour Based Violence	3	10	12

\*A non-crime incident is when police have been called to an incident, for example by a neighbour, but after speaking to everyone present, are satisfied that no substantive criminal offences are apparent and no further action is taken, except for recording as a non-crime incident. In the event of domestic abuse and VAWG non-crime incidents, any appropriate referrals are also made.

## Survivors experiences

“ I don't think I could have felt safe in my home without the target hardening project. It helped me go from the safety of refuge to mainstream housing without the safety measures I would have not felt safe. ”

“ You listened without judging me and helped me see that what I was going through wasn't my fault. ”

“ Your calming presence has been a source of strength during the hearings. I will always remember how you hold my hand and softly say, “You can do this,” while providing me with tissues to wipe my tears and water to drink. ”

“ I joined this group and really enjoyed it... everyone was included and made to feel welcome and helped to speak up. ”

“ My daughter's confidence has grown so much since starting sessions. She's calmer and happier now. The support has made a real difference at home. ”

“ You made me feel like I wasn't alone, and that meant everything to me. I can finally see a way forward. ”

“ I received two ring doorbells to the front and rear of my property and it made me feel more safe and that my property was secure which helped with my anxiety. ”

“ I felt nervous when I first joined the group. When I got to know the group I really enjoyed it. We all had a laugh and a cry. ”

“ I honestly don't know where we'd be without this support. My son feels listened to for the first time, and it's made a huge difference at home. ”

“ When I first came, I didn't even know what help looked like. Now I've got my own place and I feel like I can breathe again. ”

# Definitions

## Domestic Abuse

The Domestic Abuse Act 2021 defines domestic abuse as any incident of controlling, coercive or threatening behaviour or abuse between those aged 16 or over who are or have been intimate partners or family members regardless of their gender or sexuality.

Examples of domestic abuse include:

- physical or sexual abuse;
- violent or threatening behaviour;
- controlling or coercive behaviour;
- economic or financial abuse;
- forced marriage or honour-based violence;
- psychological, emotional or other abuse;
- female genital mutilation; and
- child to parent and carer abuse.

Children who see, hear or otherwise experience the abuse are also defined as victims of the abuse.

## Violence Against Women and Girls

Recognising that all genders are affected by intimate partner abuse, women and girls are disproportionately affected. Violence against women and girls (VAWG) is any form of violence by men and boys against women and girls. The drivers of VAWG include:

- harmful gender stereotypes;
- patriarchal cultural norms;
- online misogyny;
- economic factors; and
- conflicts, crises and displacement.

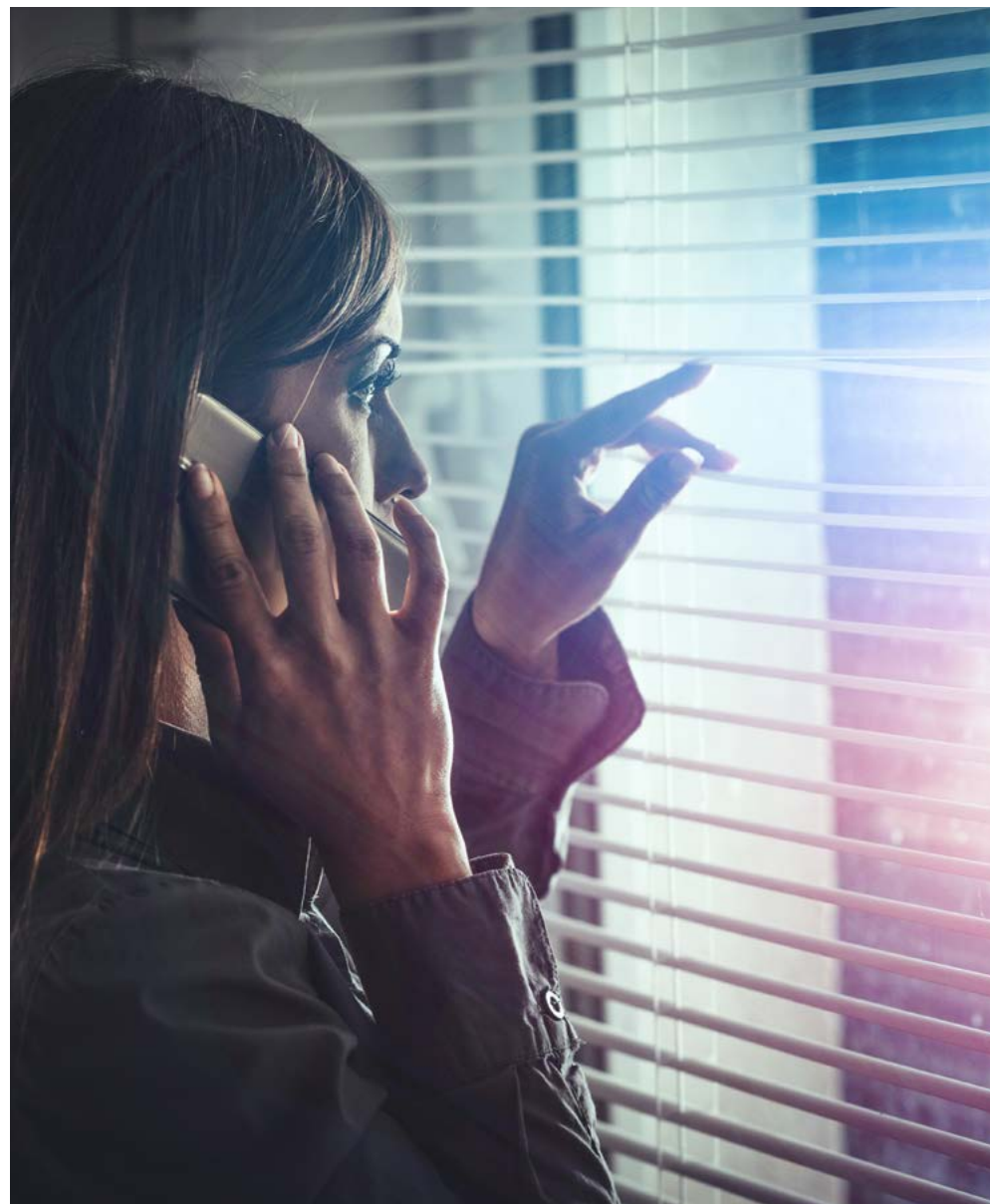
Women and girls who face other forms of inequality as a result of their race, ethnicity, social class and economic status, religion, sexuality, disability, physical and mental health or age, are more likely to experience violence and less likely to access justice and support.



## Partnership engagement and delivery

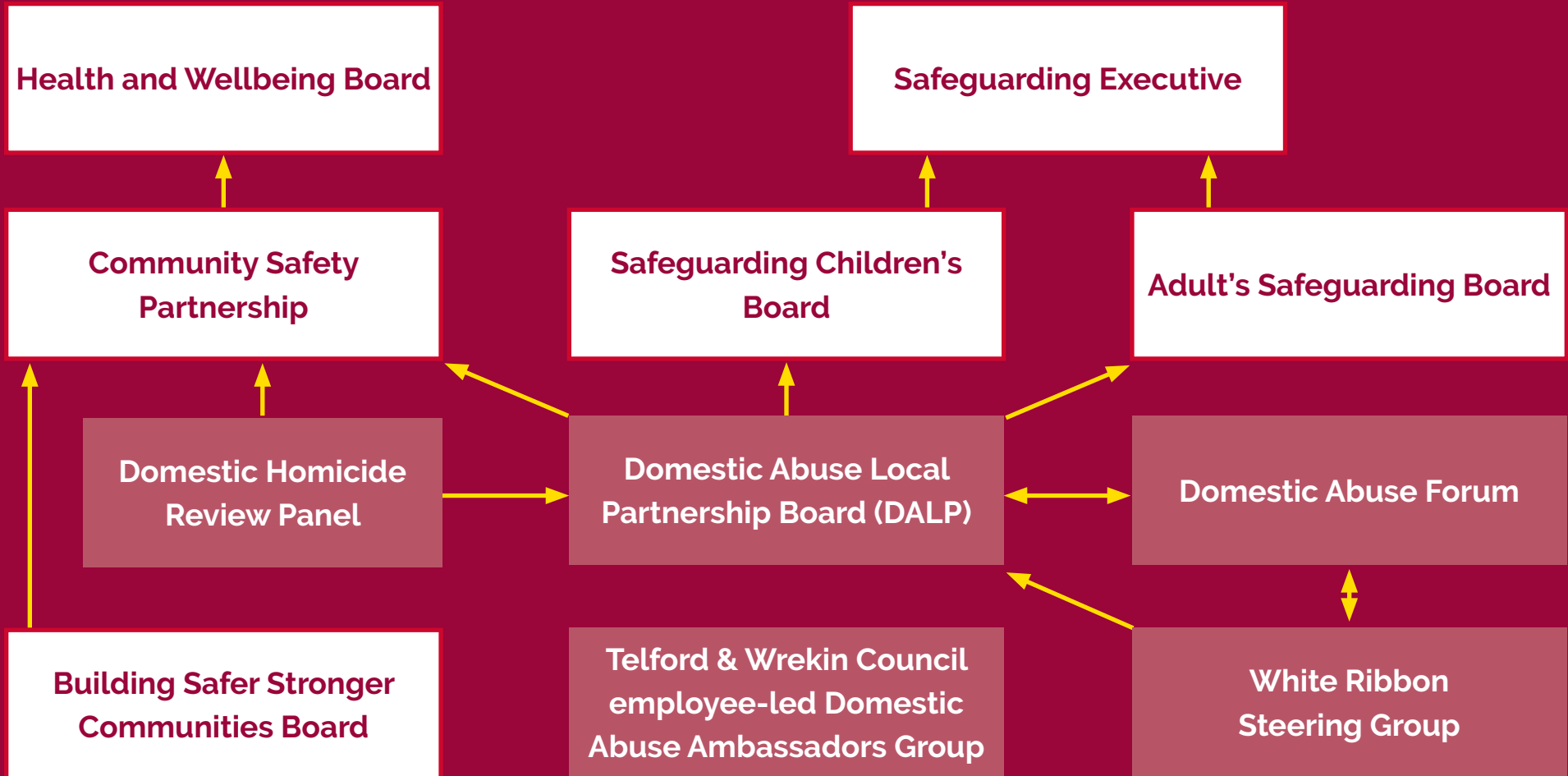
Organisations represented on the Domestic Abuse Partnership Board reviewed progress in delivering the commitments of the 2023-2025 Strategy and formulating priority commitments for the 2026-2028 Strategy during October and November 2025. The Domestic Abuse Forum were consulted on the draft commitments for the new strategy in November 2025 which resulted in some changes in scope and wording. The 16 commitments for the new strategy were approved by the DALP in January 2026.

A detailed annual action plan will be developed to deliver the strategy commitments. Progress will be reported to the DALP quarterly and formally reviewed at the end of each year. Progress against the annual action plans will also be monitored by the Domestic Abuse Forum.



# Telford and Wrekin Governance

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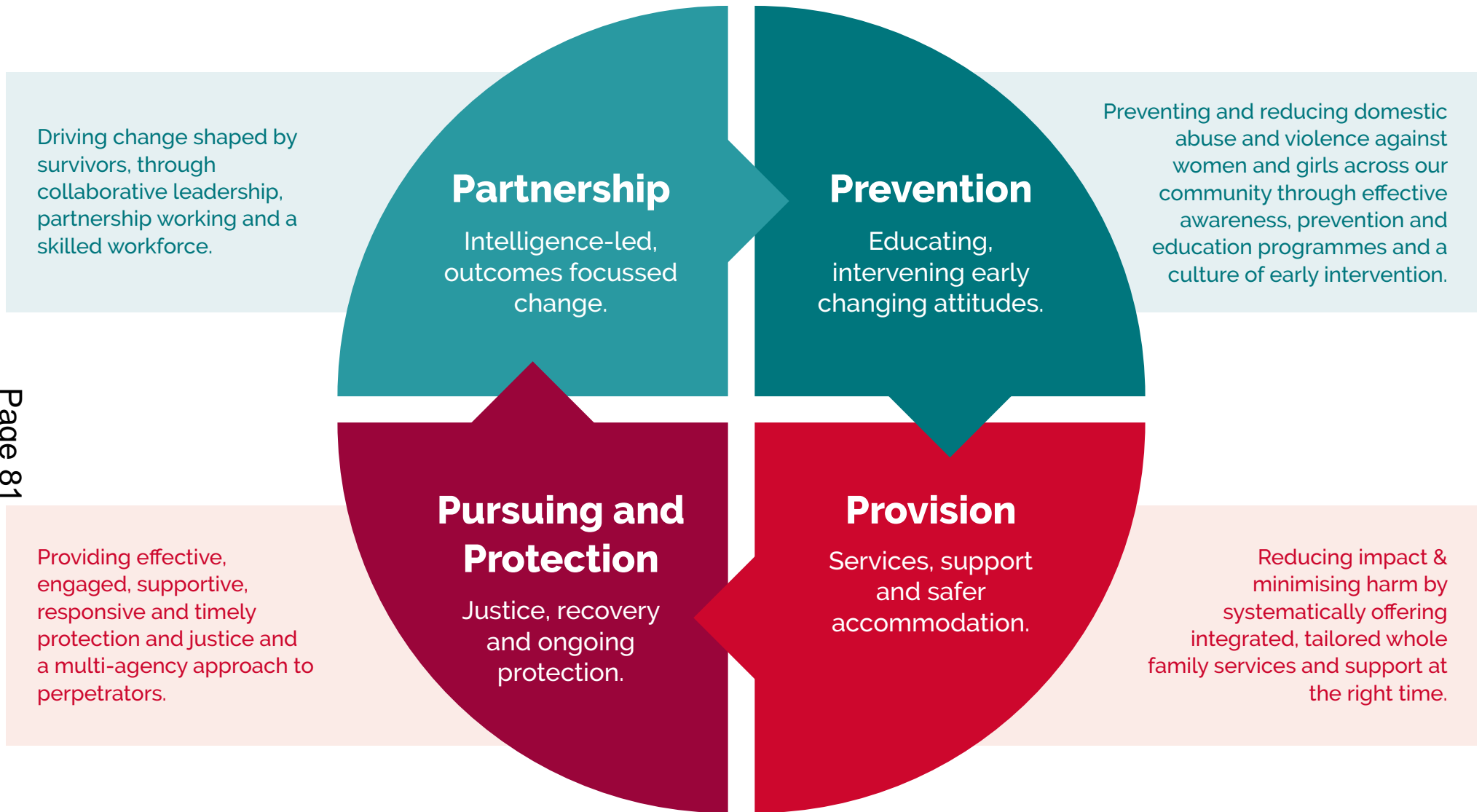


# Telford & Wrekin Domestic Abuse Forum



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Working together to end domestic abuse and violence against women and girls in our communities in all its forms, ensuring that everyone who is affected can access the help and services they need.

## **PARTNERSHIP** Intelligence-led, outcomes focussed change.

Driving change shaped by survivors, through collaborative leadership, partnership working and a skilled workforce.

### **Key achievements 2023-2025**

- ✓ Lived Experience Advisory Forum (LEAF) established in 2024 and continues to grow.
- ✓ The Domestic Abuse Local Partnership (DALP) Board and Forum are well established with champions in partnership organisations.
- ✓ DA Dashboard developed and presented to each DALP meeting.
- ✓ Safe accommodation needs assessment completed in 2025.
- ✓ 35 domestic abuse awareness sessions delivered to 454 attendees, including GPs, NHS safeguarding leads, West Mercia Police, Early Help staff and local small businesses.
- ✓ 120 local Domestic Abuse Ambassadors with ongoing support through the quarterly local Domestic Abuse Ambassador's' Network meetings.

- ✓ Stakeholder event held in March 2025 to highlight local effective interventions to prevent and reduce violence against women and girls.

“ The GP training covered the changes following the Domestic Abuse Act, resources, and abuse affecting certain groups, really well. I will take these to inform wider training of those working in GP Practices and disseminate some of the videos/resources in the ICS Primary Care Safeguarding newsletter. ”

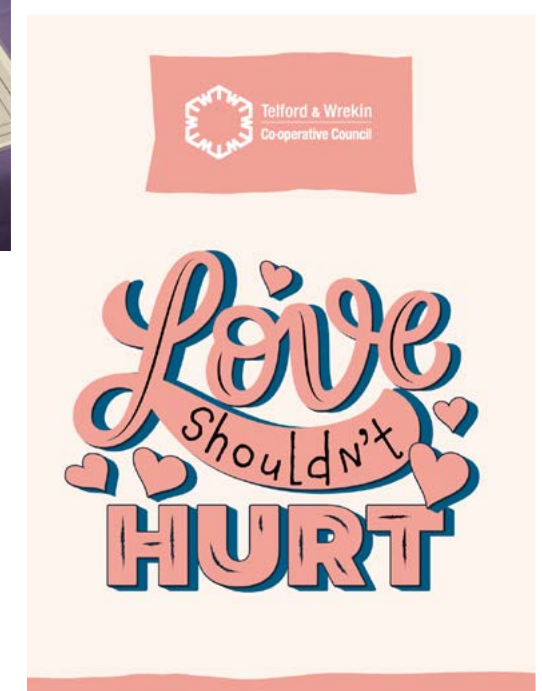
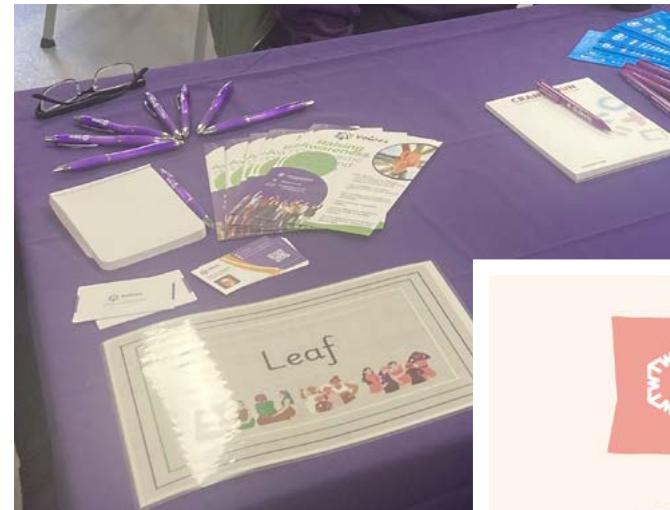


## **PARTNERSHIP** Intelligence-led, outcomes focussed change.

Driving change shaped by survivors, through collaborative leadership, partnership working and a skilled workforce.

### **Partnership commitments 2026-2028**

- 1** Strengthen partnership working at all levels through the Domestic Abuse Local Partnership Board and Domestic Abuse Forum.
- 2** Support the Lived Experience Advisory Forum (LEAF) to give local survivors a voice, with a particular focus on seldom heard and more marginalised groups.
- 3** Agree a framework for data collection from all safe accommodation providers, including information on protected characteristics, and incorporate into DALP dashboard.
- 4** Refresh the safe accommodation needs assessment annually and update every three years.



## PREVENTION Educating, intervening early changing attitudes.

Preventing and reducing domestic abuse and violence against women and girls across our community through effective awareness, prevention and education programmes and a culture of early intervention.

### Key achievements 2023-2025

- ✓ 95% of maternity staff trained to screen for domestic abuse and respond to disclosures confidently.
- ✓ Taxi marshal service operating in Southwater at weekends and in Newport for midweek student nights to improve safety in the night time economy.
- ✓ 31 licensed premises signed up to Licensing Security and Vulnerability Initiative to improve safety in the night time economy.
- ✓ Additional CCTV cameras installed to improve safety (now over 700 across Telford and Wrekin).
- ✓ Women and Girls Safety Surveys resulted in the installation of an additional 170 streetlights, improved lighting at bust stops and vegetation removal, to improve safety.
- ✓ Coordinated partnership community-based campaign and communications campaign for 2025 White

Ribbon 16 days of action, resulting in 2,998 face to face contacts with community members.

- ✓ 52 primary school sessions (reaching 2,886 children) and 58 secondary school sessions (reaching 9,943 young people) delivered to educate children and young people about staying safe, healthy relationships, consent, misogyny, gendered pressures and how to be an effective bystander.

“ The workshops helped young people feel that they are not alone in these situations and show where and how they can find help. ”



## PREVENTION Educating, intervening early changing attitudes.

Preventing and reducing domestic abuse and violence against women and girls across our community through effective awareness, prevention and education programmes and a culture of early intervention.

### Prevention commitments 2026-2028

- 1 Educate young people about sexual exploitation, sexual violence and unhealthy relationships, challenging attitudes that enable abuse.
- 2 Expand the reach of the annual White Ribbon campaign across our communities and into schools.  
Improve the safety of women and girls in the Night-time Economy.
- 4 Provide screening and other interventions to prevent and respond to violence affecting woman throughout pregnancy and after childbirth.



## PROVISION Services, support and safer accommodation.

Reducing impact & minimising harm by systematically offering integrated, tailored whole family services and support at the right time.

### Key achievements 2023-2025

- ✓ New local Integrated Domestic Abuse Service commissioned from June 2023.
  - ✓ A new large eight room women's refuge provided by Telford & Wrekin Council, with dedicated domestic abuse support.
  - ✓ 145 contacts per month by telephone or online to the Telford & Wrekin Domestic Abuse Service Single Point of Contact.
  - ✓ New Family Hub model launched including Domestic Abuse Practitioners to provide enhanced family support, alongside the Integrated Domestic Abuse Service.
  - ✓ The Target Hardening Project has enabled 22 families, including 31 children, to remain safely in their own homes through modifications to improve safety and security.
  - ✓ An increase from 47 to 69 units of dispersed move-on safe accommodation for survivors and their families.
  - ✓ 33 referrals per month to the Telford & Wrekin Domestic Abuse Service.
- “ You've helped me rebuild my confidence and make choices that put me and the kids first. Having someone who actually understood and believed me made such a difference. ”





## **PURSuing AND PROTECTION** Justice, recovery and ongoing protection.

Providing effective, engaged, supportive, responsive and timely protection and justice and a multi-agency approach to perpetrators.

### **Key achievements 2023-2025**

- ✓ Independent review of MARAC completed, and action plan developed to implement recommendations.
  - ✓ Telford & Wrekin Domestic Abuse Perpetrator Panel established, linked to MARAC.
  - ✓ West Mercia Police established a Telford Prevention Hub which includes two VAWG Officers.
  - ✓ 212 survivors supported through court proceedings, and 119 survivors supported through civil remedies, by Telford & Wrekin Domestic Abuse Service.
  - ✓ Number of Domestic Violence Disclosure Scheme (Clare's Law) requests increased by 69% from 2024 to 2025.
  - ✓ Number of Domestic Violence Disclosure Scheme (Clare's Law) disclosures increased by 78% from 2024 to 2025.
  - ✓ 238 standard to medium risk perpetrators, and 102 high risk perpetrators, referred to local Perpetrator Behaviour Change Programmes.
- “ You have guided me through particularly difficult moments, such as when unexpected questions arose in the courtroom or when emotions ran high during hearings. ”

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## **PURSuing AND PROTECTION** Justice, recovery and ongoing protection.

Providing effective, engaged, supportive, responsive and timely protection and justice and a multi-agency approach to perpetrators.

### **Pursuing and Protection commitments 2026-2028**

- 1** Continue to support local victims through court proceedings and civil remedies.
- 2** Challenge perpetrators to recognise and modify their behaviours through evidence-based perpetrator programmes and interventions.
- 3** Implement all recommendations from the independent MARAC review.
- 4** Seek and enforce appropriate legal orders and other restrictive measures to disrupt and prevent abusive behaviour.



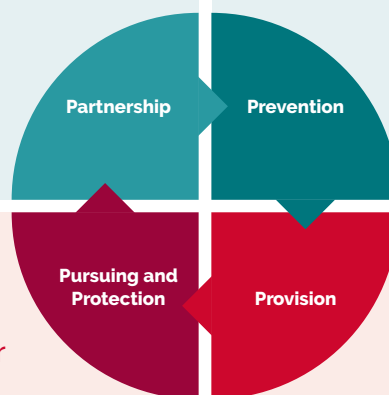
# Domestic Abuse and Violence Against Women and Girls Strategy 2026-2028

## Strategy commitments

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- 1 Strengthen partnership working at all levels through the Domestic Abuse Local Partnership Board and Domestic Abuse Forum.
- 2 Support the Lived Experience Advisory Forum (LEAF) to give local survivors a voice, with a particular focus on seldom heard and more marginalised groups.
- 3 Agree a framework for data collection from all safe accommodation providers, including information on protected characteristics, and incorporate into DALP dashboard.
- 4 Refresh the safe accommodation needs assessment annually and update every three years.

- 1 Continue to support local victims through court proceedings and civil remedies.
- 2 Challenge perpetrators to recognise and modify their behaviours through evidence-based perpetrator programmes and interventions.
- 3 Implement all recommendations from the independent MARAC review.
- 4 Seek and enforce appropriate legal orders and other restrictive measures to disrupt and prevent abusive behaviour.



- 1 Educate young people about sexual exploitation, sexual violence and unhealthy relationships, challenging attitudes that enable abuse.
- 2 Expand the reach of the annual White Ribbon campaign across our communities and into schools.
- 3 Improve the safety of women and girls in the Night-Time Economy.
- 4 Provide screening and other interventions to prevent and respond to violence affecting woman throughout pregnancy and after childbirth.

- 1 Promote details of local support services, particularly the telephone helpline number.
- 2 Strengthen pathways between the domestic abuse service for adults, children and young people, and other support services.
- 3 Further increase the availability of safe accommodation to meet individual needs, with a particular focus on one and two bed units.
- 4 Target harden survivor's homes, which strengthens security and surveillance, so that they can continue living there safely.



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Protect, care and invest  
to create a better borough

## Borough of Telford and Wrekin

### Cabinet

11 June 2026

### Regulation of Investigatory Powers Policy Update

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<b>Cabinet Member:</b>	Cllr Richard Overton – Deputy Leader and Cabinet Member: Safer Streets and Better Housing Cllr Zona Hannington – Cabinet Member: Finance and Resident Services
<b>Lead Director:</b>	Anthea Lowe – Director: Policy & Governance
<b>Service Area:</b>	Policy & Governance
<b>Report Author:</b>	Richard Phillips – Head of Registrars, Public Protection, Legal & Democracy
<b>Officer Contact Details:</b>	<b>Tel:</b> 01952 383241 <b>Email:</b> richard.phillips@telford.gov.uk
<b>Wards Affected:</b>	All Wards
<b>Key Decision:</b>	Not Key Decision
<b>Forward Plan:</b>	Not Applicable
<b>Report considered by:</b>	SMT – 12 May 2026 Business Briefing – 21 May 2026 Cabinet – 11 June 2026

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#### 1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Notes the Council's use of, and compliance with the requirements of, the Regulation of Investigatory Powers Act 2000 for the years 2023, 2024 and 2025.

#### 2.0 Purpose of Report

- 2.1 The report seeks to update Cabinet on the use of surveillance powers in 2023, 2024 & 2025 by officers of the Council, in line with the Council's Regulation of Investigatory Powers ("RIPA") Corporate Policy & Guidance (adopted February 2023).

### 3.0 Background

- 3.1 There are 3 types of surveillance that come under the auspices of RIPA, namely:
- Directed Surveillance
  - Intrusive Surveillance
  - Covert Human Intelligence Sources
- 3.2 Local authorities are not empowered to undertake intrusive surveillance, so this report deals only with any work carried out under Directed Surveillance and any Covert Human Intelligence Source authorisations issued to the Council.

### 4.0 Summary of RIPA activity

- 4.1 All employees of the Council must comply with the Council’s RIPA policy at all times during their work when considering the use of covert surveillance.
- 4.2 The table below sets out the number of times that the Council has sought to exercise the use of its RIPA powers over the course of the last 3 years and the authorisations issued in accordance with RIPA.

	2023	2024	2025
Use of Directed Surveillance	0	0	1
Use of Covert Human Intelligence Sources	0	0	0
Number of Directed Surveillance applications rejected by Authorising Officer	0	0	0
Number of Directed Surveillance applications granted by Authorising Officer	0	0	1
Number of Authorisations Presented to Magistrates	0	0	1
Number of Authorisations approved by Magistrates	0	0	1
Number of Authorisations rejected by Magistrates	0	0	0
Number of Directed Surveillance Operations	0	0	0

remaining extant			
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- 4.3 The Council has made one application to use Directed Surveillance in this reporting period. The application was made by the Trading Standards team in 2025 with regards to the test-purchasing of age-restricted products.
- 4.4 A decision was made to undertake a test purchasing exercise from a number of premises where all members of the Trading Standards team were known to members of shop staff, either:
  - a) From previous underage sales exercises, or
  - b) From enforcement work undertaken at the premises related to the sale and supply of illegal cigarettes and/or vapes.

During this exercise, the young person volunteer wore a covert recording device (video camera) to capture evidence of what went on instore. The volunteer was not accompanied by a Trading Standards Officer when they attempted each purchase.

- 4.5 As the sales were to be covertly video recorded, a Directed Surveillance application was completed, authorised and legal approval was granted. Following the completion of the exercise, the RIPA authorisation was cancelled as required under RIPA guidance.
- 4.6 Footage obtained in premises where the volunteer was not sold any age-restricted products was deleted from the recording device and not retained for any purpose.

**Communications Data**

- 4.7 In the reporting period, there were 3 applications made under the Investigatory Powers Act 2016 for communications data. Each application was for ‘entity data’. Entity data is information which links a person to a communications service (e.g. a subscriber to a telephone or broadband account).

	2023	2024	2025
Requests made under Investigatory Powers Act 2016 for Communications data	0	2	1

**5.0 Training**

- 5.1 The Council ensures that Officers who consider whether RIPA is applicable to their investigations receive training at timely intervals. This includes specific training for Officers who oversee its use and authorise applications to the Court for formal approval. The most recent training took place on 15 May 2026 where Officers and Authorising Officers received appropriate training suitable to their roles.

## **6.0 Key Risks**

6.1 Article 8 of the European Convention of Human Rights (incorporated in to UK Law by virtue of the Human Rights Act 1998) provides for the Right to Privacy of the individual. By complying with the policies and procedures contained within the legislation and policy, the Council has assurance that Officers are acting in accordance with the law when undertaking any enforcement activity.

## **7.0 Council Priorities**

The recommendations in this report about the use of the Council's covert surveillance powers through its enforcement work support the following Council priorities:

- Everyone benefits 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 tackling the climate emergency; and
- A community-focused, innovative council providing efficient, effective and quality services.

## **8.0 Financial Implications**

8.1 There are no direct financial implications that arise from this report. Enforcement activities, training for Officers, and the use of covert surveillance are met from existing budgets.

## **9.0 Legal Implications**

9.1 The Council has a legal requirement to consider the use of its RIPA powers regularly. The policy provides for best practice on the use of RIPA powers and ensures that the Council meets its legal obligations to regulate the use of intrusive covert surveillance. The Council reports on an annual basis to IPCO about its use of these powers.

## **10.0 Ward Implications**

10.1 There are no specific ward implications arising from this report.

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

11.1 The use of RIPA powers assists the Council to detect and prevent crime within the Borough and further afield. In this recording period, the use by the Council of RIPA powers was directly linked to crime that impacts the health and wellbeing of young people particularly the sale of products known to be deleterious to health. Furthermore, the sale of age-restricted products to children has a negative impact on society in terms of anti-social behaviour and associated problems to residents of the Borough.

## **12.0 Equality and Diversity Implications**

12.1 Whilst there are no specific equality and diversity implications arising directly from this report, the Council and its officers will, at all times, ensure that the use of covert

## Regulation of Investigatory Powers Policy Update

surveillance powers are not used in ways which would not be in accordance with its legal duties under the Equality Act 2010. This is supported through the RIPA Corporate Policy & Guidance.

### 13.0 Climate Change and Environmental Implications

13.1 No specific climate change or environmental implications arise from this report.

### 14.0 Background Papers

[Corporate RIPA Policy, Cabinet, 16 February 2023](#)

### 15.0 Appendices

None.

### 16.0 Report Sign Off

<b>Signed off by</b>	<b>Date sent</b>	<b>Date signed off</b>	<b>Initials</b>
Director	06/05//2026	07/05/2026	ACL
Legal	05/05/2026	05/05/2026	DTW
Finance	05/05/2026	05/05/2026	ER

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Telford & Wrekin  
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## Borough of Telford and Wrekin

### Cabinet

Thursday 11 June 2026

### Representation on Outside Bodies 2026/27

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<b>Cabinet Member:</b>	Cllr Zona Hannington - Cabinet Member for Finance and Resident Services.
<b>Lead Director:</b>	Anthea Lowe - Director: Policy & Governance
<b>Service Area:</b>	Policy & Governance
<b>Report Author:</b>	Ashley Hickman – Democracy and Scrutiny Assistant
<b>Officer Contact Details:</b>	<b>Tel:</b> 01952 383540 <b>Email:</b> ashley.hickman1@telford.gov.uk
<b>Wards Affected:</b>	All Wards
<b>Key Decision:</b>	Not Key Decision
<b>Forward Plan:</b>	Not Applicable
<b>Report considered by:</b>	SMT – 12 May 2026 Business Briefing – 21 May 2026 Cabinet – 11 June 2026

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#### 1.0 Recommendations for decision/noting:

It is recommended that Cabinet:-

- 1.1 Notes the outside bodies to which the Council historically has nominated to, as set out in Appendix A of this report; and
- 1.2 Delegates authority to the Monitoring Officer in consultation with the Cabinet Member: Finance and Resident Services to decide which bodies to nominate to and which Councillor is nominated.

#### 2.0 Purpose of Report

- 2.1 The purpose of this report is to seek approval from Cabinet for the delegation of authority to approve nominations to Outside Bodies which require appointments annually as set out in Appendix A attached.

### **3.0 Background**

- 3.1 The nominations to represent the Council on Outside Bodies dealt with in this report are those which are appointed on an annual basis. There are a number of organisations which are independent from the Council, but have an impact on its service areas. In order that the Council can maintain effective partnerships with these organisations, the Council nominates representatives to sit on the various committees and forums that are responsible for them. These representatives are usually elected councillors.
- 3.2 A review of outside bodies has been carried out to assess the needs of the Council and partner organisations in terms of representation and representatives. Partners have been engaged with by email and phone to ascertain their needs and review representative attendance in the past year to ensure that we are meeting those needs as an organisation. The reviewed list of outside bodies for which appointments are required is shown at Appendix A.
- 3.3 Members are reminded that only the named representative or holder of the nominated Cabinet position should attend meetings of Outside Bodies.
- 3.4 Cabinet is asked to authorise the Monitoring Officer to make the initial nominations to appointments in consultation with the Cabinet Member: Finance, Governance and Customer Services and to make any necessary changes should they be needed during the municipal year. This delegation avoids the necessity to refer each nomination to Cabinet.
- 3.5 The Shropshire Pension Fund first meets on 19 June 2026 and therefore the nominations for this body are required before nominations for other bodies. In line with this requirement, the relevant Group Leaders have been specifically contacted in relation to this body and the following nominations have been proposed: Cllrs Z Hannington and P Davis with Cllrs F Duran and S J Reynolds as substitutes.

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

- 4.1 To delegate authority to review outside bodies nominated to and the authority to appoint Council representatives to outside bodies where required.

### **5.0 Alternative Options**

- 5.1 Cabinet could decide not to nominate Councillors to sit on outside bodies, however there is a statutory requirement for the Council to nominate to some of the bodies.

### **6.0 Key Risks**

- 6.1 None.

## **7.0 Council Priorities**

7.1 Bodies variously relate to one or more of the Council's five priorities with all five areas represented across the bodies nominated to. As a result the appointment to outside bodies helps the Council meet its five priorities, which 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 is taking a leading role in tackling the climate emergency; and
- A community-focussed, innovative Council providing efficient, effective and quality services.

## **8.0 Financial Implications**

8.1 Representation on Outside Bodies falls within the Member remuneration scheme which recognises the time commitment and incidental expenses incurred when carrying out the role. The Member remuneration scheme is funded from within existing budgets.

## **9.0 Legal and HR Implications**

9.1 The Council has the power to appoint Members (or officers) to represent the Council on outside bodies if it is anticipated that having a council appointee on the body is "conducive or incidental to, or calculated to facilitate" the discharge of the authority's functions.

## **10.0 Ward Implications**

10.1 There are no specific ward implications.

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

11.1 There are no Health, Social and Economic implications arising from this report.

## **12.0 Equality and Diversity Implications**

12.1 There are no Equality and Diversity implications arising from this report.

## **13.0 Climate Change, Biodiversity and Environmental Implications**

13.1 There are no Climate Change, Biodiversity and Environmental implications arising from this report.

## **14.0 Background Papers**

None.

**15.0 Appendices**

A Representation on Outside Bodies 2026-27 Nomination Form

**16.0 Report Sign Off**

<b>Signed off by</b>	<b>Date sent</b>	<b>Date signed off</b>	<b>Initials</b>
Legal	06/05/2026	08/05/2026	EH
Finance	06/05/2026	06/05/2026	ER

## Representation on Outside Bodies 2026-27 – Nomination Form

Organisation	Body Type	Term	Details	Cabinet Member	Other member(s)	2025/26 reps	New nomination(s) 2026/27
Anstice Community Trust	Companies Limited by Guarantee/Trusts/Charities, etc.	No end	Formal Trustee meetings are held every 3 months on Tuesday nights and last about 2 hours.	N/A	1 Ward Councillor	Cllr Janice Jones	Cllr Janice Jones
Association for Public Service Excellence (APSE)	National/Regional	As long as member is in role.	We would expect elected members and staff at the council to attend any topical events/webinars that would be of interest to them.	N/A	1 Councillor	Cllr Paul Davis	Cllr Paul Davis
Association of Councillors – English Region Branch	National/Regional	As long as Councillor wants.	Having an average of 6 meetings a year which are held face to face.	N/A	3 Councillors <b>(one of which must be a representative to the National Association)</b>	Cllr Stephen Reynolds Cllr Paul Davis Cllr Ollie Vickers	Cllr Stephen Reynolds Cllr Paul Davis Cllr Ollie Vickers
English Severn & Wye Regional Flood & Coastal Committee	National/Regional	2 years	Meetings are held in January, April, July and October and typically run from 9:30am to approx. 3pm. The meeting in January is virtual via MS Teams and the other three meetings require in-person attendance. Meeting location is rotated	N/A	1 Councillor (with specific interest in flood management)	Cllr Richard Overton	Cllr Richard Overton

## Representation on Outside Bodies 2026-27 – Nomination Form

			<p>around the English Severn &amp; Wye area.</p> <p>The representative should:</p> <ul style="list-style-type: none"> <li>• Be able to attend 4 meetings a year</li> <li>• Be able to attend a max. 2hr induction session upon election.</li> <li>• Be of good character and sound financial reputation</li> <li>• Cannot be an employee of the Environment Agency, Defra or the Welsh Government</li> <li>• Cannot be an MP or member of the Welsh Government</li> <li>• Make sure that the local flood risk management needs are met</li> <li>• Provide local democratic input</li> <li>• Promote partnership working among RMAs</li> </ul>			
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## Representation on Outside Bodies 2026-27 – Nomination Form

			<ul style="list-style-type: none"> <li>Take an interest in all aspects of FCERM in their RFCC area</li> </ul>				
Granville Country Park Management Committee	Telford & Wrekin	Annual	The Friends of Granville meet every two weeks to carry out work parties in the park 2- 3 hours. Meetings are held three times a year with the AGM held yearly. Steering Group meeting/walkabout every 2 months.	N/A	1 Councillor	Cllr Ollie Vickers	Cllr Ollie Vickers
CP	National/Regional	Annual	Approximately 2 hours and usually held in the afternoon. Leader is Co-Chair along with Leader of Shropshire Council. Can be delegated to relevant Cabinet Member.	Leader or relevant Cabinet Member	N/A	Cllr Paul Watling	Cllr Paul Watling
Homestart T&W	Telford and Wrekin	Annual	There are 5 Management meetings held per year in January, March, May, July and November. The AGM is held in September. Meetings are held hybrid, both	N/A	1 Councillor	Cllr Janice Jones	Cllr Janice Jones

## Representation on Outside Bodies 2026-27 – Nomination Form

			in-person and on Zoom and take place on Tuesday evenings at 6pm.				
Ironbridge Gorge World Heritage Site Steering Group	Telford & Wrekin	Annual	The SG meets twice a year for 2 hours. Smaller project group meetings such as the management plan focus group meetings are held as required.	N/A	Council representatives from Planning and Development, Tourism, Events, Green spaces etc	Cllr Carolyn Healy  Cllr Angela McClements	Cllr Carolyn Healy  Cllr Angela McClements
Local Access Forum	Telford & Wrekin	Annual	The LAF is a statutory requirement. Meetings are planned for 4 times a year, although there may be more or a minimum of 3 depending on circumstances. Meetings are held during normal working hours and held using a mix of Microsoft Teams and in person.	Cabinet Member that covers the rights of way function	N/A	Cllr Carolyn Healy  Cllr Kelly Middleton	Cllr Carolyn Healy  Cllr Kelly Middleton
Local Government Association General Assembly	National/Regional	Annual	The LGA's General Assembly, the 'parliament of Local Government', meets once a year, and is the only LGA decision making forum which		Up to 4 Councillors	Cllr Lee Carter  Cllr Paul Watling  Cllr Kelly Middleton	Cllr Lee Carter  Cllr Paul Watling  Cllr Kelly Middleton  Cllr Carolyn Healy

## Representation on Outside Bodies 2026-27 – Nomination Form

Page 1 of 5			all authorities in full membership are eligible to attend and to vote. At the meeting, the General Assembly elects the political leadership of the LGA, receives the annual report and accounts and may debate motions on issues of national significance to local government. It is a key element of the LGA's governance arrangements.			Cllr Carolyn Healy		
	Madeley United Charities of Shropshire	Companies Limited by Guarantee/Trusts/Charities etc	Annual	Meetings are held in person up to six times a year and then as required.	N/A	1 Councillor	Cllr Janice Jones	Cllr Janice Jones
	Marches Joint Committee	National/Regional	Annual	Joint committee established with Telford & Wrekin, Shropshire and Hertfordshire Councils to set, monitor and review objectives and priorities for strategic economic investment across the Marches LEP area.	Leader + 1 Substitute (Cabinet Member with business lead)	N/A	Cllr Lee Carter  Cllr Richard Overton (sub)	Cllr Lee Carter  Cllr Richard Overton (sub)

## Representation on Outside Bodies 2026-27 – Nomination Form

Meeting Point Trust	Companies Limited by Guarantee/Trusts/Charities etc.	Annual	Meeting Point Trust is a registered charity which works with the community and support 10 other local charities by providing reduced cost office space. Four Board meetings are held per year (minimum requirement). Usually an hour in duration and take place during the morning.	N/A	1 Councillor	Cllr Paul Davis	Cllr Paul Davis
National Association of Councillors	National/Regional	As long as councillor wants.	Meetings take place in person up to six times a year.	N/A	1 Councillor (Must be one of the English Region Branch reps)	Cllr Stephen Reynolds	Cllr Stephen Reynolds
Park Lane Centre	Companies Limited by Guarantee/Trusts/Charities, etc.	3 years	Meetings take place four times a year including an Annual General Meeting.	N/A	1 Councillor	Cllr Helena Morgan	Cllr Helena Morgan
Safer Telford Partnership	Telford & Wrekin	Annual	Quarterly meetings	N/A	1 Councillor + 1 Substitute  Cabinet Member with relevant	Cllr Paul Davis  Cllr Richard Overton (Sub)	Cllr Paul Davis  Cllr Richard Overton (Sub)

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					portfolio (eg Lead Member for Communities)		
Severn Gorge Countryside Trust	Shropshire	4 years	Meet quarterly for a Trustees Committee of Management Meeting, with further sub-group meetings generally scheduled once a year. We meet either in person or via teams and often a hybrid of the two. Always interested in Trustee's with skills in fields such as; fundraising, conservation, structural engineering, environment/conservation, education, property law/property management, health & safety, land management, woodland management, planning & managing investments.	N/A	3 Councillors	Cllr Carolyn Healy  Cllr Mark Boylan  Cllr Paul Davis	Cllr Carolyn Healy  Cllr Mark Boylan  Cllr Paul Davis
Shropshire Association of	Shropshire	Annual	Meetings generally take place in	N/A	1 Councillor	Cllr Paul Davis	Cllr Paul Davis

## Representation on Outside Bodies 2026-27 – Nomination Form

Local Councils (SALC)			Shrewsbury on a Tuesday afternoon starting at 2.15pm and finishing around 4.30pm.				
Shropshire Good Food Partnership	Shropshire	Annual	Meetings take place four times per year with an Annual General Meeting in November. Meetings are usually online. Representatives are also invited to various community events and the Marches Real Food and Farming Conference (being held in October in Powys).	N/A	2 Councillors (with specific interest in farming, food waste, local growing, food poverty)	Cllr Kelly Middleton  Cllr Mark Boylan	Cllr Kelly Middleton  Cllr Mark Boylan
Shropshire Hills Natural Landscape Partnership	Shropshire	Annual	Meetings are held three times a year and normally take between 2 - 2.5 hours. Held during the day unless otherwise agreed by Committee members.	N/A	Elected member representatives should be relevant portfolio holders or local ward members	Cllr Mark Boylan	Cllr Mark Boylan
Shropshire Pension Fund Committee	Shropshire	Annual	Meetings are held four times per year in July, September, December and March usually on a Friday	N/A	2 Councillors + 2 Substitutes	Cllr Zona Hannington  Cllr Paul Davis	Cllr Zona Hannington  Cllr Paul Davis

## Representation on Outside Bodies 2026-27 – Nomination Form

			starting at 10.00am. Meetings usually last 2-3 hours. There may be some additional meetings and training required.			Cllr Fiona Doran  Cllr Stephen Reynolds	Cllr Fiona Doran  Cllr Stephen Reynolds
Telford & The Wrekin Citizens' Advice Bureau Management Board	Telford & Wrekin	3 years	The trustees meet quarterly and an extra meeting is held in March/April to set the budget. Trustees may be called to one off shorter meetings in between or to make a decision by written procedure. The board normally meets via Microsoft Teams and at 5pm.	N/A	2 Councillors	Cllr Kelly Middleton  Cllr Paul Davis	Cllr Kelly Middleton  Cllr Paul Davis
Telford & Wrekin Council for Voluntary Services Board of Trustees	Companies Limited by Guarantee/Trusts/Charities, etc	2 years	Attendance at meetings is quarterly. Executive meetings, attendance at one sub-committee (based upon skill and interest) once a quarter. Usually daytime meetings in person.	N/A	1 Councillor (Specific interest to understand the organisation, its teams and align to our values).	Cllr Paul Davis	Cllr Paul Davis

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Telford & Wrekin Local Admission Forum	Telford & Wrekin	4 years	Three meetings per year (termly), 1.5 hours, usually late mornings, held on Microsoft Teams.	Cabinet Member with relevant portfolio (eg Education)	N/A	Cllr Shirley Reynolds	Cllr Shirley Reynolds
Telford & Wrekin Standing Advisory Council for Religious Education (SACRE)	Telford & Wrekin	3 years	We meet three times a year, usually once a term and generally from 6pm to 7.30pm at an external venue. We occasionally convene working groups or task and finish groups for a specific purpose and SACRE members are asked if they would like to volunteer to be a member of these groups – meeting times would vary depending on the task, the urgency and members' availability.	N/A	3 Councillors	Cllr Raj Mehta Cllr Shirley Reynolds Cllr Amrik Jhawar	Cllr Raj Mehta Cllr Shirley Reynolds Cllr Amrik Jhawar
Telford Sports and Recreation Trust	Telford & Wrekin	4 years	Meeting times vary, approximately four meeting held per year.	2 Cabinet Members with relevant portfolio (eg sports and recreation)	2 Councillors (usually Madeley Ward)	Cllr Janice Jones Cllr Derek White Cllr Angela McClements Cllr Paul Watling	Cllr Janice Jones Cllr Derek White Cllr Angela McClements Cllr Paul Watling

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The Walker Trust	Companies Limited by Guarantee/Trusts/Charities, etc	Not Specific	As the Walker Trust support medical and education aspects some knowledge of these areas would be useful.	Cabinet Member for Children & Young People, Education and Skills	N/A	Cllr Shirley Reynolds	Cllr Shirley Reynolds
West Midlands Employers (aka Regional Employers Organisation (REO))	National/Regional	Annual	Meetings are normally daytime, for 2 hours and quarterly.	Cabinet Member with relevant portfolio (e.g HR)	N/A	Cllr Zona Hannington	Cllr Zona Hannington

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