

Date: Thursday, 13 December 2018

Time: 10.00 am

Venue: Council Chamber, Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

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COUNCIL

TO FOLLOW REPORT (S)

13 Corporate Parenting Pledge (Pages 1 - 8)

Report of the Director of Children's Services is attached.

Contact: Karen Bradshaw Tel: 01743 254201

17 Shirehall Redevelopment and Refurbishment Project (Pages 9 - 26)

Report of the Director of Place is attached.

The appendices are available electronically ONLY on the Council's website

Contact: Mark Barrow Tel: 01743 258919

23 Questions from Members (Pages 27 - 42)

To receive any questions from Members, notice of which has been given in accordance with Procedure Rule 15.2. is attached.

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Committee and Date

Council

13th December 2018

COUNCIL CORPORATE PARENTING PLEDGE

Responsible Officer

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Tel: 01743 254201

1. Summary

Shropshire Council Members have regularly approved and endorsed at Council meetings a pledge for their Looked After Children. As a result of the Children and Social Work Act 2017, which came into force in April 2018, there are new statutory requirements for such a pledge. These are set out in full at section 5.1.

A group of young people from the Leaving Care Forum have revised Shropshire Council's pledge to them, considering these newly published principles. The revised pledge is attached at Appendix 1.

The corporate parenting panel has approved the revised pledge and it is now presented to Council for endorsement and adoption.

2. Recommendations

That Members endorse and adopt the revised Corporate Parenting Pledge (attached at Appendix 1)

REPORT

3. Risk Assessment and Opportunities Appraisal

There are risks that children in care will not receive the help and support that they need if the pledge is not adopted and supported by Members as Corporate Parents.

(NB this will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)

4. Financial Implications

Enhanced entitlements have been included in the local offer for care leavers at an estimated additional cost of £90,000 per year.

5. Background

5.1 Our Revised Pledge to Children and Young People in and Leaving Care

In April 2018, the Children and Social Work Act 2017 came into force, requiring every local authority to have regard to the need:

- to act in the best interests, and promote the physical and mental health and well-being, of children and young people
- to encourage children and young people to express their views, wishes and feelings
- to take into account the views, wishes and feelings of children and young people
- to help children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners
- to promote high aspirations, and seek to secure the best outcomes, for children and young people for children and young people to be safe, and for stability in their home lives, relationships and education or work
- to prepare children and young people for adulthood and independent living

These requirements (known commonly as the seven corporate parenting principles) guide the work of children's services and the corporate parenting panel. A group of young people from the leaving Care Forum have revised the council's pledge to them, considering these newly published principles (the pledge is attached at Appendix 1). The corporate parenting panel has approved the revised pledge and it is now presented to Council for Members' endorsement.

5.2 Corporate Parenting Panel

5.2.1 The Corporate Parenting Panel is the multi-agency forum which has oversight of the services provided to children and young people who

are looked after by Shropshire Council and ensures that they have the best possible life whilst in our care and beyond.

5.2.2 Following the Ofsted inspection in 2017 the Corporate Parenting Panel has enhanced its oversight and interventions.

5.2.3 Revised Corporate Parenting Panel terms of reference were approved in June 2018. The panel has been meeting monthly to oversee their responsibilities with a specific focus on the Leaving Care Action and Ofsted Improvement Plans and is very focussed on service improvement for the benefit of looked after children subject to the pledge.

5.3 Membership

The panel has extended its membership in recognition of the wider corporate parenting responsibility of partners, both within and outside of the local authority. In addition to Children's Services officers and elected members, the panel also includes representatives from:

- Health
- West Mercia Police
- Shropshire Housing Department
- The Virtual School

There are also "virtual" members of the panel who, whilst not regularly attending meetings, accept corporate parenting responsibilities and are invited to participate when their contribution is necessary to improve the lives of children in care and care leavers:

- Adult Services
- DWP
- Higher and Further Education

Young people attend the panel. This year, they have presented a proposed Local Offer, financial entitlements and a revised pledge.

5.4 Corporate Parenting Champions

5.4.1 Four elected members have stepped forward to become corporate parenting champions focussing on accommodation, education, training and employment, care experience and participation, and emotional health and wellbeing. A role description and terms of reference are in place. Each champion has taken part in service development through meeting with groups of young people and taken part in operational meetings.

- 5.4.2 The champions for housing and education, training and employment (ETE) each sit on a panel planning for each young person's suitable accommodation and ETE respectively.

5.5 Performance and Improvement Oversight

- 5.5.1 Following the Ofsted inspection in late 2017, the Corporate Parenting Panel has overseen the Ofsted action plan and the Care Leavers action plan. It has been meeting monthly to drive performance and development work.
- 5.5.2 A follow up visit by the DfE National Implementation Adviser for Care Leavers demonstrated that the Corporate Parenting Panel has taken a firm grip of the improvements needed to "get to good". His 35 recommendations immediately following his previous visit in February this year have reduced to one. At the recent National Leaving Care Benchmarking Forum, he cited Shropshire for our good practice within his presentation.
- 5.5.3 Quarterly reports from the Independent Reviewing Officer service are now a standing item on the agenda for every Corporate Parenting Panel. Robust monitoring of the care planning process has taken place throughout the year and quality assurance oversight has increased and challenged areas where drift and delay has indicated an impact on the child.
- 5.5.4 New data sets have been designed which provide evidence of continuing performance improvement.

5.6 Participation

The Corporate Parenting Panel has supported the development of participation initiatives:

- A care leaver's forum has been established which has met weekly. The forum drafted the local offer entitlement, revised our pledge to children in care and care leavers and organised a celebration event in October 2018.
- A Care Leaver's Ambassador has been appointed from within our own group of care leavers. She is leading the efforts to increase the number of young people involved in improving our service to all children in care and care leavers. She has been appointed a national ambassador by the National Leaving Care Benchmarking Forum and brings back to Shropshire lessons learnt from other local authorities.

- New care packs for children in care and care leavers have also been drafted and are awaiting publication. A participation strategy for children in care and care leavers has been drafted

5.7 Apprenticeships

Ten apprenticeship places with Shropshire Council services have been made available for care leavers and so far 8 have been taken up, with 5 care leavers still in post.

5.8 Local Offer

The Corporate Parenting Panel has overseen the drafting of a new set of entitlements for care leavers, which have now been approved and is about to be published. Young people were significantly involved in proposing the entitlements and are very happy with the outcome. This now brings Shropshire alongside good and outstanding authorities.

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p>
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<p>Cabinet Member (Portfolio Holder) Cllr Nick Bardsley</p>

<p>Local Member All Members</p>

<p>Appendices Appendix 1: "Our Pledge" flyer</p>
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The looked After Children, Young People and Care Leavers in Shropshire. This pledge has been developed by the Children in Care Council and Leaving Care Forum. It is a set of promises that Shropshire Council are making to all children and young people who are in care and those leaving care.

Our Pledge

Our Pledge

For more information about our promise to looked After Children, Young People and Care Leavers in Shropshire.

Please contact:
emailteam@shropshire.gov.uk

Or visit:
www.shropshire.gov.uk

our promise to you...

Our Pledge

our promise to you...

Our Pledge

our promise to you...

The pledge reflects what is important to children and young people and will help us to ensure that you are supported to fulfil your potential.



1. Keeping You Safe – We will keep you safe and ensure you are living in an environment where you feel valued, are supported and protected from harm.

2. Where You Live – We will make sure you live in a stable home where you are happy, feel safe and are supported to become part of the community.

3. Your Friends & Family – We will make sure that you are able to keep in touch with those who are important to you while creating opportunities and experiences where you can have fun, meet new people and gain skills.

4. Your Health, Wellbeing & Lifestyle – We will make sure you're supported to live a happy and healthy life. If you ever feel that you need to talk to someone about how you feel, we will make sure you know what support is available and help you to access it.

5. Your Voice – We will support you to express your views, wishes and feelings, and involve you in decisions that affect your life. We want to know what we can do better and will give you opportunities to help shape the support we offer.

6. Your Education, Work & Learning – We will support you with your education and learning, to ensure that you have the opportunities to fulfil your potential. We will help you to gain the skills, qualifications and experience you need to start a career you're passionate about.

7. Your Future – We will support and prepare you for independence and ensure that you are equipped with the skills and confidence to live independently as part of the community. We will continue to support you into adulthood to ensure that you are happy, healthy and safe.





Committee and Date

Council

13th December 2018

SHIREHALL REDEVELOPMENT AND REFURBISHMENT PROJECT

Responsible Officer Mark Barrow, Director of Place
e-mail: Mark.barrow@shropshire.gov.uk Tel:(01743)258919

1. Summary

In July 2017, the Council appointed a specialist team, led by HLM Architects and Real Estate Works, to consider options to reconfigure and refurbish the Shirehall in order to meet the Council's priorities to make the Shirehall better suited to modern working and create income generating opportunities.

That initial piece of feasibility work is what we have referred to as Stage 1 of the project and the results were presented to Cabinet on 13th December 2017. The consultants recommended a significant investment to address the problems with the building and achieve the desired project objectives. Cabinet agreed, in principle, to move forward the option of refurbishing the entire building and progressing the necessary due diligence and feasibility work to inform the decision making process.

It was resolved:

- i) That in principle agreement to move forward the option of refurbishing the entire building and progressing the necessary due diligence and feasibility work to inform the decision making as outlined in the report be approved.
- ii) That following the completion of further work and due diligence a report is brought back to Cabinet and then Council with final recommendations, including detailed costings.
- iii) That authority be delegated to the Director of Place in consultation with the Portfolio Holder for Corporate and Commercial Support to progress all works in accordance with recommendations i) and ii) above.

It was agreed that a sum of £300,000 should be added to the capital programme to enable the project to proceed to Stage 2, which would provide significantly increased certainty around the project costs and the business case.

In order to take advantage of the knowledge and experience already gained and to avoid duplication of work-streams, the decision was made to retain the

same core consultancy team for this stage and their detailed Stage 2 report is attached as Appendix 1.

Activities carried out in Stage 2 include the following areas of work:

- Due diligence on the existing building, in the form of technical surveys and research into existing systems.
- Concept designs for the building and the external areas and spatial planning.
- The preparation of a workplace strategy, based on the emerging policies and aspirations around transformation and agile working, as well as good practice.
- Discussions with third parties to identify letting opportunities.
- Consultation with Directors, Officers, Members and other key stakeholders.
- Financial modelling and work to build the business case for the project.
- Early work on establishing the BREEAM and sustainability principles and options for carbon reduction and energy saving.
- Early work on a parking strategy.

The Stage 2 financial business case identifies an estimated cost of £24.1m and a potential yield of 7% (after borrowing), with a payback period of 11 years and a likely stabilised cash flow (assuming borrowing) of £1.8m.

The overall estimated cost of the project has increased, although this can be accounted for by additions to the project scope, including IT infrastructure and the design, build and fit out of a commercial unit with a corresponding rental and yield.

The Stage 2 report demonstrates that, despite the increased overall costs, the financing cost of the project can be met by the proposed income generation and savings that can be derived from the upgrade.

We are now requesting £1.15m capital to support the next stage of the development – Stage 3. This will finance the project up to the point of having received tenders back from main contractors and being able to present a fully detailed project budget, detailed designs and a full business case which will be presented to Council for member approval

2. Recommendations

It is recommended that Council:

- A. Approves the refurbishment in principle of the entire Shirehall building, subject to a further report to be considered by Cabinet with a final business case, developed designs and final project budget.
- B. Approves the addition of £1.15m to the capital programme to support Stage 3 of the project with delegation to the Director of Place to oversee the production of the final business case.

C. Delegates to the Director of Place, in consultation with the Portfolio Holder for Corporate and Commercial Support, the development of the procurement strategy for stage 3 of the design process with developed designs brought back to Cabinet and Council for approval together with the final project budget.

REPORT

3.0 Opportunities Appraisal and Risk Assessment

- 3.1 Whilst it is not possible to determine exact future staff numbers, directly employed Council staff will continue to need a suitable office base. The Shirehall can continue to serve this purpose. It is owned by the Council, and therefore in the Council's control to adapt and reconfigure to meet its needs. It has good transport links to the rest of the county. It is a well-known building, which, whilst of its time, has a provenance and striking aesthetic, which is befitting to a local authority and the local community.

However, Shirehall is now 'of its time', resolutely exhibiting almost exactly the same plan as in its original drawings. Furthermore the building in its current state presents an image to the public and partners which is far from ideal, appearing old fashioned and unwelcoming and disorientating for staff and visitors alike.

The building is structurally sound and its key mechanical and electrical systems remain viable, but a number of years with minimal planned maintenance has had a negative impact on the quality and performance of the building, which now needs to be addressed urgently. A number of key elements have exceeded their expected lifespan, and significant investment is required to bring the building to modern standards.

- 3.2 In the light of reduced revenue funding and changes to business rates the Council's focus for our own land holdings is on revenue generation and the Shirehall offers great potential for linking with public and private sectors partners, both through the One Public Estate programme and via commercial opportunities, to maximise the potential of the site to generate ongoing revenue contributions.

Sharing the Shirehall with other public sector bodies via the One Public Estate programme, will also enable us to share a number of business functions and operational costs, leading to savings and potential efficiencies.

- 3.3 Shropshire Council is also seeking to become a more commercially focused organisation, but the image the Shirehall currently portrays to business partners is tired and out dated. Our base needs to demonstrate that we are open to business and a safe set of hands in which to trust the future place making of Shropshire.
- 3.4 The building floorplate offers the potential for high quality, open plan workspace which can house the current Council body as well as providing further office space and a business hub for external partners. Specifically, investment in improvements to the Shirehall will provide a number of significant benefits and opportunities including:

- Improved public perception, customer experience, revitalised sense of civic pride and sense of place.
- Improved working environment for staff, leading to improved efficiencies through flexible and agile working and opportunities for collaborative working.
- Reduced running costs, through significant energy savings, increased efficiencies and reduction in empty desks/meeting room voids, along with reduced maintenance costs.
- Rationalisation of public estate to generate further letting/disposal opportunities, making land available for housing and business growth, reduce overall running costs and maintenance liabilities.
- Rental income from third parties, along with opportunities for some shared facilities, given the location of the Shirehall on a key town centre access route into and its proximity to residential areas.

This is a project acknowledged by Central Government Cabinet Office, the Ministry of Housing Communities & Local Government and the Local Government Association as being an exemplar within the One Public Estate programme and which could be used as a demonstrator of good practice to other local authorities.

- Opportunities to provide much needed improvements to the car parking requirements and the development of an effective Travel Plan.

3.5 Conversely, there is a potential impact in not progressing improvements in the near future.

- The building will become more expensive to run as building elements are retained beyond their life span (parts become more difficult to source, fixes are 'workarounds' rather than satisfactory solutions) and are inefficient.
- Increasing energy costs and pressure to reduce our carbon footprint will become unsustainable with the current building fabric.
- The CIPD Absence Management Survey identifies that 4% of staff absenteeism can be attributed to dissatisfaction with the workplace environment. CIBSE guidelines require less than 10% dissatisfaction with comfort levels and at the Shirehall this is currently more than 40%. It is widely recognised that creating a workplace environment which promotes a state of contentment, increases productivity and performance.
- Partners and third parties will not take up office space in the Shirehall as it is outdated and not fit for purpose resulting in missed opportunities for co-located partnership working and loss of potential revenue streams to assist with operational costs.
- The transformation to more flexible and agile ways of working and the efficient use of working space will not be achieved, resulting in requirement for other Council office bases to be kept, with increased operational costs and inefficient working.

3.6 A risk workshop has been carried out, involving all key members of the project team and a detailed risk register prepared. The Risk Appendix is attached, but in brief summary 32 risks are identified – 13 very low, 7 low, 8 medium and 3 high. The High risks are as follows:

1. Insufficient resources available for specific items of work to deliver the project (and ensure its quality) within the expected timeframe due to other key projects running in parallel.
Project Board has been formed. Resources will be closely monitored throughout the project and succession planning put in place where possible to reduce the risk of single points of failure.
2. Failure to manage the impact of restricted vehicular access to, and parking on site, for contractors and staff during project delivery.
Construction management and health and safety plans will be taken into consideration. Ensuring competent contractor is appointed.
3. Failure to clear the required areas in order for the contractors to commence refurbishment.
Align milestones with the Digital Transformation Programme. Will form part of the construction phase process.

3.7 The consultant team have completed a Risk Mitigation Update. This identifies specific project delivery risks and the mitigation measures applied to date. The key risks identified are as follows:

- Constructability
- Mechanical and Electrical Systems
- Compliance
- Communication
- Commercial Occupiers
- Cost

3.8 In January 2018, the Council purchased the three shopping centres in Shrewsbury Town Centre, to help shape the future economy and vitality of the town centre. The Riverside Shopping Centre is recognised as a development opportunity.

Before submitting this report for approval, the opportunity was taken to pause the work briefly to consider the opportunity presented by the purchase of the shopping centres to relocate the Civic Hub in the town centre.

3.9 A report was commissioned to evaluate the Shirehall Redevelopment Project against the potential of other new build options in Shrewsbury Town Centre. Its purpose was to assess the viability of the project, in the context of Shropshire Council's wider estate and ask whether the Shirehall refurbishment proposal is the most sustainable and effective solution. The report is included as appendix 2.

The report considered three options:

- To lift and drop the Shirehall based workforce into the Riverside site.
- To relocate to the town centre the customer facing operations, which translated into a requirement to accommodate 175 staff. Shirehall would

continue to provide accommodation for a reduced workforce, along with public sector partners.

- To continue with the Shirehall development project and consider alternative models and uses for the Riverside development.

The team carried out the following activities in order to appraise the options:

- Clarified the nature of the options to be evaluated
- Evaluated the likely scale, nature and timing to procure the town centre options.
- Defined and agreed with officers a set of criteria against which the options would be evaluated, together with their respective weightings.
- Consulted with public sector partners to understand appetite for a town centre location.
- Evaluated the options with reference to the criteria.
- Calculated the net running costs, taking into account factors such as rental income streams, debt repayment profiles and facilities management costs over 35 years.
- Considered alternative funding structures in addition to that of borrowing from PWLB.

3.10 The outcome of the appraisal demonstrates that the Shirehall project can be delivered, based on current financial estimates, at no cost to the public purse.

3.11 Investment in the Riverside as an alternative is necessarily a longer term and more strategic option with its own risks and opportunities. The opportunity to create a vibrant mixed use destination, linked to the town centre, could well result in significant, yet unquantifiable, benefits for the town centre and the Council is likely to benefit financially from an uplift in the return on its investment in the shopping centres.

Most of the risks of not proceeding with the Shirehall are set out in 3.5 above. The key risks associated with not re locating the Civic Hub into the Town Centre, can be summarised as follows:

- We will not be maximising the Council's covenant strength. The Council will not enhance its physical presence in the town centre and may therefore appear relatively remote from stakeholders in the town centre.
- The opportunity to use the development of the Civic Hub as a catalyst for the development of the Riverside, thus potentially increasing the pace of delivery of this key regeneration project will be lost. As a result, there is a risk that the potential for increased footfall in the town centre will be lost, although the opportunity for expansion of the University Centre may offset this.
- We will be spreading our investment over two major projects, rather than consolidating it into one asset and this will restrict investment in both assets in the future.

3.12 A full financial appraisal of the Civic Hub option within Shrewsbury shopping centres has not been undertaken and this is a risk to the decision making process. Initial estimates suggest a significant cost in clearing and building a dedicated site within the shopping centres area, with unquantified benefits and returns to offset this.

- 3.13 The Council has statutory duties under the Equality Act 2010 and section 149: Public Sector Equality Duty in shaping policy, in delivering services, and in relation to their own employees. A detailed Equality and Social Inclusion Impact Assessment will be developed as part of the next phase of work.

4.0 Financial Considerations

- 4.1 The redevelopment and refurbishment of the Shirehall will require significant capital investment by the Council. Establishing accurate and detailed costs and financial modelling is part of the ongoing due diligence work, with officers reviewing the funding requirement in line with the current Treasury Management Strategy.
- 4.2 The specialist team appointed to consider the options for the Shirehall have reported that initial capital investment in refurbishment and internal remodelling should yield a combination of revenue savings and income generation. This can be considered on the basis of four key areas:-
- Reduction in energy costs through enhanced building performance achieved through improvements to the fabric of the building, including replacement of the windows, the incorporation of efficient mechanical and electrical systems and increased opportunities for sustainable technologies.
 - The potential to generate income from external lettings to public and private sector partners through the One Public Estate programme and wider third party opportunities. Based on a target of creating efficient open plan accommodation combined with moving to a mobile and flexible workforce, this results in a target of having approximately 50% floor space available at the Shirehall for commercial and Public Sector lettings.
 - The savings and income that can be generated through the rationalisation of the Council's administrative estate and the consolidation of central administration back to one building through the vacation and potential disposal of the other Shrewsbury administrative bases, including units on the business park and elsewhere.
 - The reduction in maintenance liabilities, as a result of upgrades to the building fabric.
- 4.3 The initial feasibility study identified a Yield of 7% (after borrowing), with a payback period of 11 Years and a likely stabilised cash flow (assuming borrowing) of £1.8m.
- 4.4 This Stage 2 report forms the Outline Business Case for the project and looks in more detail at specific cost areas, in order to provide a greater degree of certainty around the above figures. The activity streams carried out to reach this point in the project have included the following:
- Design progression in line with stakeholder agreement, providing a more detailed design and overall benefits to the Council. This allowed the cost team to refine the cost report, giving improved accuracy to the current project costs.

- More detailed space requirement analysis and planning has taken place and planning and the potential area available for income generation activities established with more certainty.
- Visual inspection and surveys have been carried out. Cost allowances have been included to cover current known risks and mitigation measures.
- Detailed surveys of the existing building and its mechanical and electrical systems have been carried out, appropriate new systems identified and the energy efficiencies generated by the changes accurately modelled.

4.5 Following the work above and with updated and refined cost modelling, the estimated overall cost for the project has increased to £24.1m. This can be attributed to a number of different issues, including additional hard landscaping and car parking spaces and an increase in the scope of changes to the entrance. It also includes an estimate of £3.8m to build and fit out a commercial building for retail use with rental income providing a durable and positive yield.

The additional costs could be mitigated by a number of identified additional income streams, both capital and revenue.

4.6 A summary of the estimated financial model at the end of Stage 2 is set out in the table below:

Estimated Project Cost	24.1m
Revenue Cost Impact Summary	
Annual financing liability	1.4m
Potential Income from commercial lettings	(1.7m)
Operational savings generated	(1.5m)
Net revenue	(1.8m)

This demonstrates that at Stage 2, the financing cost of the project can be met by the proposed savings and income that can be derived from the upgrade. A full financial appraisal of the proposed savings and income generation will be undertaken by Officers when considering the funding options and once the tendered figures for the construction work are available at the end of Stage 3.

There are further considerations required during the next stage which are not reflected in the above revised cost estimate. The main considerations are:

- Provisional allowance for Asbestos removal £1.7m, if required.
- Business Centre Courtyard £0.6m
- Creating opportunities along the street frontage £1.0m

The decision as to whether these additional cost requirements are added to the cost of the project will be determined during the next stage and updated in the final report to full Council accordingly.

- 4.7 The next stage of investment is required to get the project to the point of tender appraisal, which sets out the detailed design and employer's requirements enabling the procurement of the main contractor.

There is a requirement for £1.15m to be added to the capital programme to enable this work. This would bring the total sum approved for the project to £1.45m at this stage. This figure is included in the Estimated Project Cost of £24.1m set out in the table in paragraph 4.6.

- 4.8 A full financial appraisal of the proposed savings and income generation will be undertaken by Officers when considering the funding options and once the tendered figures for the construction work are available at the end of the next stage.
- 4.9. The Financial Strategy approved by Council on 22 February 2018 included an assumed cost of borrowing of £1.0m which was based on the Stage 1 cost estimations and is below the £1.4m assumed in this report due to the increase in the estimated project cost at Stage 2. The Financial Strategy also included an estimated income target of £3m which is to be realised by 2022/23, and is below the assumed income of £3.2m included in this report. Full consideration to the assumptions made in the Financial Strategy will form part of the next stage and will be updated in the final report accordingly.

5.0 Background

- 5.1 Designed by Ralph Crowe and built in 1964, the building was to be the third Shirehall for the expanding Council body and was to be the first to accommodate all administration onto one site. The building is designed to respectfully accentuate the landmark column which sits to the south of the building and does so by gradually building up its massing towards the middle of the site. The Council chamber is clearly expressed in the only curving feature of the building, successfully echoing the curve of the column and relating the building's civic purpose.

Shirehall has been the site of the County Council ever since its construction and as such occupies a special place within Shrewsbury. The building is an iconic structure which has retained its historical purpose both for the Council and the community.

- 5.2 The Shirehall has a number of existing third party users including:

- Crown Courts (moving shortly)
- Connecting People
- County Training, post 16 training and employment opportunities
- Domestic Abuse Forum
- Heritage England hot-desks
- Kier (Key Council contractors involved in highways partnership working)
- WSP (Key Council contractors involved in highways partnership working)
- Network of Staff Supporters (NOSS) external counselling service
- Royal Voluntary Services
- Shropshire Homepoint
- Women's Aid

- Shropshire Association of Local Councils
- Shropshire Providers Consortium

Local groups and neighbours use the car park on an ad hoc basis to support their events. These include: St. Giles Church, the Scouts, Prestfelde School, Flower Show marshals, football park and ride and special town events.

The roof is an ideal spot for telecommunications masts and all of the main telecommunications companies have masts, along with a number of smaller operators and the police service.

5.3 Since 2015, efforts have concentrated on the development of a business case for investment in the ongoing retention of the Shirehall.

5.4 HLM Architects and Real Estate Works were appointed on 27th July 2017 “to consider options to reconfigure Shirehall to make it more suited to modern working, and create income generating opportunities including creating innovative shared and / or lettable space”. They were asked to consider the following specific objectives:

- To provide a flexible working environment to support agile working
- To refurbish the entire building making it cost-effective and attractive to public sector partners and others
- To generate income from letting vacant space public sector partners and others
- To reduce running costs
- To provide a working environment within which staff are proud to work
- To create a sense of place
- To improve the internal environment to support the health and well-being of staff
- To deliver value for money and a return on investment

5.5 From the above review undertaken by HLM Architects and Real Estate Works a number of key current usage facts emerged:

- The net internal area (NIA) of the Shirehall is 9,840m²
- Up to 800 employees, an average of circa. 550 at any time, currently use the Shirehall across 1,024 potential work stations (i.e. 55% occupancy)
- There are 34 meeting rooms, with 34% utilisation at time of survey.
- The Stage 1 report demonstrated that, based on space per occupant, against industry best practice the Shirehall currently operates at 54% efficiency, utilising only just over half of its GIA. The industry standard for a building of this function would be between 80-85%. The cellular, corridor led design of the building to date is the major contributing factor to these inefficiencies followed by the pepper pot location of plant and services throughout. Shirehall’s current maximum sanitary provision falls around 50% short of government guidelines for adequate provision where the current allocation for storage is almost double the standard workplace model at over 2m² per workstation.

- We are wasting 819,500 KWh per year, as a result of mechanical and electrical inefficiencies and approximately 246,200KWh per year as a result of the single glazing.

- 5.6 Shropshire Council leads the One Public Estate Programme (OPE) in Shropshire & Telford & Wrekin. The Programme is driven by Cabinet Office, the Ministry of Housing Communities and Local Government and the Local Government Association.

The OPE Programme supports joint working across central and local government partners to stimulate the redesign of public sector services; use land and property to boost economic growth, unlock regeneration, and create more integrated public services. It encourages public sector partners to share buildings, transform services, reduce running costs, and release surplus and under-used land for development.

Working with OPE Partners, the Council submitted a successful bid to the One Public Estate (OPE) National Programme Round 6 Funding stream for a grant of £75,000 to prepare further detailed work on the Shire Hall Partnership Hub. This work will identify opportunities for Public Sector Partners to share the Shirehall and business resources with us.

The initial feasibility study, carried out by HLM Architects and Real Estate Works identified the risks associated with a partial refurbishment investment strategy estimated to be £8.1m at stage 1 and the limits to its effectiveness in meeting the project objectives. An alternative full refurbishment investment strategy, which had an indicative budget of £18.7m, was presented and approved in principle by Cabinet on 13th December 2017. This strategy achieves the objectives and also creates a number of additional opportunities for income generation and greater medium to long term financial benefits.

- 5.7 Car parking is highlighted as a major issue. A separate report on car parking and potential future options was also presented to Cabinet in December 2017.

Work has continued to identify short term measures to alleviate some of the pressures, including additional car parking spaces on the site of the old tennis courts.

Work is continuing to develop a staff parking strategy for the Shirehall and the immediate surrounding area, as well as a Travel Plan for all Shropshire Council staff. This work will continue as a fundamental part of any proposals for the Shirehall itself, with both the Parking Strategy and the Travel Plan expected to launch ahead of construction work beginning on site.

6.0 Stage 2 Activities

- 6.1 A multi-disciplinary team was appointed in March 2018 to carry out Stage 2 of the project. The team comprises the following key professionals:

Rider Levitt Bucknall – Consultant Team Project Managers and Cost Consultants

HLM – Lead Designers, Architecture, Landscape, Interior Design and Space Planning
Real Estate Works – Business Case and Occupier Engagement
Qoda Consulting – Mechanical and Electrical Engineers
Vale Consulting – Structural and Civil Engineers
HLM Greenbuild – Sustainability, Energy Modelling and BREEAM

The main Stage 2 report is attached and comprises:

- Executive Summary
- The Brief
- The Site
- Architectural Design Proposals
- Landscape Design Proposals
- Workplace Strategy
- Interior Design Proposals
- Commercial Opportunities
- Consultation Groups
- Next Steps

In addition there are a number of separate specialist reports, which are available as Background Papers and comprise the following:

- Structural Report
- Mechanical and Electrical Report
- Sustainability Report
- BREEAM Report
- Programme Report
- Procurement Report
- Cost Report
- Risk Mitigation Update

6.2 Highlights from each of the specialist reports are as follows:

Structural Report

The observations and recommendations are summarised from a combination of intrusive and non-intrusive surveys, as well as a study of existing information.

There were no indications of consistent concrete defects throughout the building.

Core samples show that localised areas have suffered chloride ingress, consistent with the age of the building, which will benefit from some localised repair, as well as some reinforcement repair solutions again in localised areas.

Concept design drawings do not indicate the need for additional piling, part from potentially mini-piles to support a new lift core in the partner area.

Mechanical and Electrical Report

The building services proposal aims to improve the working environment and create a positive feeling of well-being, whilst reducing energy consumption and maintenance costs, whilst also helping to create the flexible environment needed to assist with the Transformation aspirations. Improvements to the security of the building occupants is also a driver.

Whilst elements of the existing buildings services, plant and equipment will be retained where possible, others require complete replacement due to age and condition. This will be the case whether or not the project proceeds.

The mechanical services proposed follow the original philosophy of using tempered air systems for ventilation and heating, with perimeter heating to offset heat losses during the coldest weather conditions. Mechanical cooling is provided in some areas, such as the business hub, to achieve comfortable conditions during the warmest months.

New lighting systems will create the appropriate visual environment and the electrical power and data infrastructure will be completely replaced to create resilience and give flexibility for the future.

A new building management system will help to control, monitor and manage the building services and help to ensure that plant operates efficiently.

Sustainability Report

The proposals at this stage prove to be very beneficial to Shropshire Council, with significant savings to be made, as well as improvements to occupants' wellbeing.

The Stage 1 report indicated potential savings of 48.02% on annual energy costs and a total reduction in CO₂ of 416 tonnes annually. The proposals have been explored in considerably more depth at Stage 2 and the findings now indicate that annual energy savings of 50.83% would be possible, with an annual reduction in CO₂ emissions of 1,250 tonnes.

Of the 140 occupied rooms in the Shirehall, 92 of them currently exceed the CIBSE guidelines, which state that the maximum temperature should be 28 degrees or higher for no more than 1% of the working hours. Large areas of the building also fall below the recommended daylight levels for the most productive working. The modelling in the Stage 2 report indicates that using the improvements put forward would enable CIBSE recommended thermal comfort levels and daylight levels to be achieved. It is generally recognised that increased occupancy comfort levels lead to improved productivity and a reduction in absenteeism.

BREEAM Report

BREEAM is a market focused tool aimed at encouraging significant improvements in the performance of buildings. The BREEAM score provides a mechanism for measuring the environmental performance of a building throughout its life.

The BREEAM pre-assessment has been conducted, by an accredited BREEAM Assessor, based on proposal drawings and discussions with the project team.

The assessment resulted in a score of 66.73%, equivalent to a 'Very Good' rating.

6.3 Programme

The key programme milestones set out in the report are as follows:

- Concept Stage completion June 2018
- Developed Design (Stage 3) completion November 2018
- Members to approve design December 2018
- Planning submission December 2018
- Public and Private Partners, Council review and approval January 2019
- Detailed Design Tendered January 2019
- Public and Private Partners Signed Agreement for Lease February 2019
- Planning Determination March 2019
- Members approval of the final project budget and the contractor April 2019
- Contractor Appointment April 2019
- Phased Construction Works, completed Q4 2020/Q1 2021

The pause to appraise alternative options has created a programme delay, estimated to be five months, meaning that the estimated completion of the construction works would now take place in Q2/3 2021.

6.4 Procurement

Discussions around procurement of the main contractor have already begun. We are weighing up various framework options versus OJEU in order to maintain the programme deadlines, whilst ensuring compliance and best value.

6.5 Cost Report

The main findings of the cost report are summarised in the financial considerations section.

6.6 Risk Mitigation Update

One of the objectives of Stage 2 and the development of the concept designs has been the de-risking of the project.

All of the specialist members of the team have been able to contribute ideas and deliver proposals that will help in the identification and management of risk.

Specifically the risks have been identified in accordance with the categories listed below and mitigation measures have been applied and summarised in the report:

- Constructability
- Asbestos
- Mechanical Electrical Plumbing
- Compliance
- Travel Plan
- Communication
- Third Party Occupiers
- Cost

7.0 Next steps

- 7.1 Subject to Council approval on 13 December 2018, we will proceed to Stage 3 of the project to include the final business case, developed designs and a final project budget.
- 7.2 Further option appraisal work will be undertaken by officers, at no additional cost and in parallel with the procurement of the design consultants, to ensure that the best value option is secured for the Council. This is a key aspect of the due diligence process. Alternative options will consider similar key project objectives being reducing costs, generating income, improving customer experience, supporting agile and mobile working and working with public sector partners in modern, fit for purpose buildings.
- 7.3 We will consider the option of retaining the existing design team as part of the next stage of the procurement strategy, in order to maximise the value of the detailed work carried out to date, the experience and information gained through the initial consultation stages, avoid abortive work and proceed at the pace required to deliver to the proposed project programme.
- 7.4 The next steps to be addressed at Stage 3 are set out in the consultants' Stage 2 report attached, but in summary they are:
 - To maintain momentum and focus
 - To further develop and consolidate Council requirements
 - To appraise further options for civic accommodation, should costs associated with the Shirehall redevelopment project escalate at the detailed design stage
 - Widen and expand on Council stakeholder engagement
 - Maintain and crystallise letting opportunities
 - Set out phasing options, enabling revenue generation and savings at the earliest opportunity
 - Further mitigate risk to key items such as condition surveys
 - Strengthen dialogue with Statutory Bodies (eg. Planning Authority)
 - Jointly develop the financial model and funding opportunities
 - Prepare Procurement Strategy and relevant documents
 - Continue to develop the Staff Parking Strategy and Travel Plan
 - Develop workplace strategy in line with Transformation Team
 - Develop design to point of tender for main contractor

<p>List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)</p> <p>Structural Report Mechanical and Electrical Report Sustainability Report BREEAM Report Programme Procurement Report Cost Report Risk Mitigation Update</p>
<p>Cabinet Member:</p> <p>Cllr Steve Charmley – Portfolio Holder for Corporate and Commercial Support</p>
<p>Local Members:</p> <p>All Members</p>
<p>Appendices: Electronic copies ONLY via website</p> <p>Appendix 1 - Shirehall Refurbishment and Reconfiguration Stage 2 Report Appendix 2 - Civic Hub Options Appraisal Report</p>

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COUNCIL 13 DECEMBER 2018

MEMBER QUESTIONS REPORT

1. Question from Councillor Tony Parsons:

“I understand that it has been confirmed today that an additional circa £7M has been provided from central government for the repair of potholes in the County and that this resource must be used before the end of our financial year.

This is welcome news as there is much still to be done. Emphasis has often been placed on repairs which benefit the car owner, but the many cyclists in the county have largely been forgotten. Cyclists generally cycle along the edges of our roads where the surfaces are at their worst. Indeed, many of our cycle ways are in a poor state of repair, often rutted and uneven. Will any of the additional funding be used to bring up to a better standard the cycle ways in our County. Cycling is a positive factor on the health and wellbeing of our community and the impact on health of not providing facilities which encourage this will be detrimental in both the short and long term.”

Response from the Portfolio Holder for Highways and Transport:

Shropshire Council has recently received £7,313,000 (capital funding) from the Department of Transport (DfT) to improve the highways network. An extensive briefing note on the DfT award to Shropshire Council has been circulated to all Members, which provides the intent for the funding highway improvements, particularly on rural roads. This funding will be used to augment the highway improvements identified in both the existing capital programme and the 2019/2020 / 2021 capital programme. These improvements will benefit all users, including cyclists. Footpaths and cycleway are defined as part of the highway network, and improvements to footpaths and the edge of carriageways will be identified and improved in line with our Asset Management Strategy which defines how we invest in highway infrastructure.

For completeness the next Local Transport Plan for Shropshire (LTP4) is currently being developed and as part of this the County's priorities for highways and transport are being established following engagement with key stakeholders. It is envisaged that a full public consultation on the draft document will take place in mid-2019, and these (when endorsed and approved) will prioritise investment decisions for the new 7 – 10 years.

2. Question from Councillor Pam Moseley:

In November, the Health & Adult Social Care Overview and Scrutiny Committee received a report from the Director of Public Health, in which he, with reluctance, proposes a further £2 million cut to the Council's public health services, on top of the £2 million cut announced only in September. The £4 million cuts are to assist the Council in meeting the financial pressures of rising costs in adult and children's

social care, and to help deliver a balanced budget.

The non mandated services to be ceased or reduced include smoking cessation - including for pregnant women, falls prevention, mental health promotion including suicide prevention, weight management programmes, early identification of conditions such as diabetes/pre-diabetes and atrial fibrillation, and PHSE and related health promotion in schools.

All of these services can improve the health and wellbeing of Shropshire residents in the medium and long term, and also save both the local authority and the NHS money, by reducing the incidence of serious and chronic conditions, and the need for social care. This is particularly pertinent in Shropshire with its older and ageing population. Extremely unusually, in recognition of the potential adverse impact of the cuts, the Director of Public Health concludes his report by saying "I cannot commend this report to the committee."

In view of the proposed cuts, the expected loss of the government's public health grant in April 2020 and the concerns of the Director of Public Health, can the Portfolio Holder advise how the Council will be able to continue to deliver effective public health services in the future, particularly in light of the impact of the Tory government's austerity policy on the Council's overall financial position, and the increasing need for assistance from the Council as the further withdrawal of preventative measures takes effect on the health of Shropshire residents?

Response

As members are aware, along with other rural local authorities, Shropshire Council receives a significantly lower of funding for all its responsibilities compared to its urban counterparts. Alongside this factor Shropshire Council faces a growing challenge of increasing demand for support for local people needing various forms of social care. This demand has risen at a greater rate than many areas due to our older population profile and our rurality. We have also seen a significant rise in the number of children who need to be "Looked After" by the Local Authority. It is as a result of these significant pressures that every department within Shropshire Council, including Public Health is being asked to identify additional savings to enable the local authority to set a legal budget for 2019/2020.

Our focus in developing any savings proposals has been to ensure that the council meets its statutory responsibilities and considers programmes where we have some discretion to reduce, suspend or discontinue services in order to meet our financial responsibilities. Given the many statutory or mandated responsibilities that the Public Health Directorate has there are only a limited number of areas that we can achieve the savings required in order to set a legal budget for next year. It is therefore with reluctance that the Director of Public Health and I have put forward the proposals that have been discussed with the members of the Health and Adult Social Care Oversight and Scrutiny Committee.

As some of these savings are part of the Public Health Grant that the Local Authority receives we are required to assure Public Health England that it is spent on areas that will maintain or improve the health and wellbeing of our population. Given the

vulnerability of people requiring social care or children being brought into the care system, we have been in discussion with the Regional Director of Public Health England regarding the proposals that we are developing. Preventing individuals from needing social care is clearly an area of great need within our community, as well as stretching our hard-pressed resources. Shropshire is fortunate that thanks to the efforts that have been made we have one of the healthiest communities in the country. It is with that in mind that we are trying to meet the various demands on our resources to target those areas of need that require greater attention at this time.

Members will be aware that Elected Members and Officers continue to lobby for fairer funding for the people of Shropshire. Indeed I have been lobbying Ministers on this subject on a regular basis and will continue to do so. I welcome the stance that HASC members have taken to support a cross party approach to lobby for fairer funding for the people that all of us serve and look forward to working with them to achieve our shared goal of making Shropshire the healthiest community in the country.

3. **Question from Councillor Jane MacKenzie:**

Re Youth justice - In Shropshire, when a young person under 18 pleads guilty to their first offence in court, they are often given a referral order rather than a custodial sentence.

These referral orders are written together with the young person to help them move on from this first offence and make better choices. The contract will include any aspects/support that it is felt the young person will benefit from whilst on the order.

Almost all contracts will include a number of hours of voluntary service, which is called reparation. The reason for this is to allow that young person to give their time back to their local community and learn new skills.

However, the only provision for young people in the whole of Shropshire and Telford where they can carry out their reparation is at a workshop in Oakengates where they make wooden items which are sold and the money raised given to charity.

Whilst this is ideal for some young people it isn't for most. It also means that young people are forced to travel to Oakengates from all over Shropshire with the ongoing costs and difficulties in organising transport.

If we are truly committed to supporting our young people to improve their life chances and avoid reoffending, why are there no local projects, schemes or similar where young people could more usefully pay back within their own local communities and learn new skills which are relevant to their future employment prospects?

Response

To summarise the - Member's question, they have asked about the suitability and variety of Reparation in the Shropshire and Telford area indicating that the workshop in Oakengates is the only placement and that this may be inadequate in supporting

changes in lifestyle, skill development and future employability as well as being difficult to access due to transport difficulties.

Firstly to clarify 'Reparation' is one aspect of a Restorative Justice (RJ) approach. RJ and Reparation are part of all orders a young person is subject to whilst they are with the West Mercia Youth Justice Service (WMYJS) rather than just an element of Referral Orders.

The Ministry of Justice (MoJ) defines Restorative Justice (RJ) as "the process that brings those harmed by crime, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward". This requires direct or indirect communication between the victim and the person who committed the offence. It should meet both of their wishes, not just one or the other.

The most appropriate approach for an individual victim, once they know the options and potential benefits, is the one they want. In addition to a face-to-face meeting this may, for example, include direct or indirect reparation that satisfies the victim's specific request, shuttle mediation between the parties, which may include answers to questions, or receipt of a written explanation or apology.

Therefore 'Direct Reparation' are activities carried out between the victim and the offender, or at victim's request, and may take many different forms to try to repair the harm caused. This is recognised as the most effective form of Reparation for both the victim and the offender and has high satisfaction rating for both parties.

Indirect Reparation are activities delivered without any input or communication with the victim and could take many forms but should be for the benefit of the local community. The workshop at Oakengates is in this category and is currently the only 'placement' for indirect Reparation in Shropshire and Telford.

Young people from Shropshire, who are not resident in children homes, are usually transported to and from their sessions at the workshop by YJS staff. Care staff normally transport those young people who are resident in children homes.

At the workshop young people complete a design project for the object they wish to make, learn practical skills in how to make the object, learn to listen and to follow instruction, learn health and safety requirements, enhance their social skills by selling the items they have made to the general public. Funds raised are used to support local charities.

The use of the Workshop for all Indirect Reparation work in Shropshire and Telford has been recognised as limiting and this is being addressed in the service's Reparation Development Plan. West Mercia Youth Justice Management Board received a presentation on reparation and discussed and agreed the development plan at their meeting held in July.

New community-based placement are currently being sought and there are currently two possibilities under discussion but these are yet to be finalised.

On Monday 26th November 2018 the management oversight of reparation has been passed to the new centralised services Team Manager within WMYJS and the limited reparation opportunities in Shropshire has been highlighted, as part of the handover process, as a priority action to be addressed.

4. **Question from Councillor Andy Boddington:**

Re Community Led Housing Fund - In December 2016, the now MHCLG allocated Shropshire Council £580,296 under the Community Housing Fund. How has the council used this money?

Response

The Council has allocated this funding for the following Community Led Housing activities:

We have committed capital of **£250,000.00**

This grant funding is currently supporting the development of 19 local needs homes on 2 Community led housing schemes. The first scheme is delivering 12 new build homes to Passive Haus standard and the second scheme is delivering 7 homes as part of a conversion of a local landmark derelict chapel, that will include a community meeting space, which has been shortlisted in the National Housing Award finals for 2018. Both these schemes will be delivered in 2018.

We have a further 5 potential schemes underway and continued low level grant funding is vital to help pump prime delivery.

Revenue support for community groups (professional fees, incorporation costs).

We have committed revenue of **£183,200.00**

We have created a full time Community Led Housing Enabling Officer (CLHEO) post to actively engage with our communities, particularly our rural communities and help develop community housing groups and projects. They attend parish meetings and organise community consultation events. Many of these communities and areas have not had development for generations and the CLHEO is working externally and internally with our planning policy colleagues to develop a bespoke range of policies that positively encourages housing of all tenures, brought forward by these communities. This post is funded for 3 yrs.

The Council has helped fund housing needs surveys and consultation events for a number of Parish/Communities interested in bringing forward community led schemes. The Council also supports in partnership with the Shropshire Housing Group the Marches Community Land Trust Services (MCLTS). This consultancy service works to deliver homes in partnership with local communities and ensures a genuine collaboration between a community and the housing provider. Both the Council and MCLTS, actively encourage and welcome any other sustainable model of delivery.

“Right Home Right Place”. The Council has launched a comprehensive IT & web based survey ([www. righthomerightplace.com](http://www.righthomerightplace.com)) to encourage residents of Shropshire

to tell us what type of housing they need and where they need it. This may be people living with parents but wanting their own place, older people looking to downsize, or someone looking for a house to be nearer their employment, or businesses needing housing so they can recruit workers. Once we have that housing need evidence, we will work in partnership with those communities to see what housing we can help to deliver.

Establishment of regional/local enabling hubs.

Shropshire is the largest inland Local Authority in England, covering nearly 1250 sq miles which is predominantly rural, with areas that are deeply rural. We have held 2 community led housing events (North and South of county) to engage with a wide range of industry professional, voluntary and in particular community representatives to showcase current examples and propagate the learning and community benefits of such schemes. Each event has been very well received and numerous leads for further schemes received by our Enabling and Development Officers and our Community Led Housing Officer who are in the daily process of helping to bring forward these opportunities.

- Housing units directly supported with capital grant = 19
- Community-led housebuilding projects set up = 2. A further 5 embryonic schemes in discussion for a potential 74 homes.
- Support hubs established = Currently supporting the established MCLTS.
- Local authority staff directly employed = 1

We have allocated most of the DCLG funding, but it is not yet all committed or spent, as the development of a community led scheme can take months if not years to come to fruition. As the interest in Community Led Housing tangibly grows and the success of schemes completed is propagated more widely, so does the consequential demand for funding. We hope sincerely that the MHCLG will continue to support Shropshire in growing community led housing development.

5. Question from Councillor Andy Boddington:

Re Civil Enforcement:

- a) In 2017/18, how much did the Civil Enforcement Service cost Shropshire Council to operate?
- b) What was the total income from penalty charge notices during that period?
- c) What is the breakdown of number of PCNs issued by market town across the county?
- d) How many fixed penalties were issued for littering and where in the county were these issued?

Response

- a) The overall cost of operating 'Parking Enforcement', which has already been reported in the 2017/18 Annual Parking Report, was **£586,334**. This includes the direct costs of employing the Civil Enforcement Officers (CEOs) and the wider indirect corporate costs associated with the Parking Enforcement function,

together with the direct and indirect costs incurred by the penalty charge notice processing function.

There is no single separately managed 'Civil Enforcement Service'. Parking Enforcement forms an integral part of the Investigations, Compliance and Intervention Team, which is managed as part of the wider Trading Standards and Licensing Service. There is no single budget from which the costs can be directly determined.

The role that CEOs undertake is generally referred to as 'Parking Enforcement'. This enables customer recognition of the primary CEO role and function. However, it is not the only role that they undertake. They also collect cash from parking machines and undertake parking machine maintenance/ticket replenishment, together with other enforcement functions that relate to matters such as Blue Badge fraud and using or leaving a vehicle in the Square in Shrewsbury. These other enforcement functions are criminal matters and are not controlled under the civil regime.

It is the intention of the Trading Standards and Licensing Service to undertake further work to more accurately identify the core Parking Enforcement costs for the 2018/19 Annual Parking Report.

- b) The total income from PCNs, which has already been reported in the 2017/18 Annual Parking Report, was **£437,584**.
- c) The following are considered to be the 'market towns'; however, there was also a total of 54 PCNs issued in other areas.

Market Town	Number of PCNs
Bridgnorth	2,485
Church Stretton	150
Ellesmere	303
Ludlow	1,722
Market Drayton	537
Much Wenlock	75
Oswestry	1,203
Shifnal	148
Shrewsbury	6,560
Wem	193
Whitchurch	281

- d) A total of 3 fixed penalty notices (FPNs) were issued; 1 in Ludlow and 2 in Shrewsbury.

A total of 10 incidents of littering were dealt with in 3 areas of the county.

Location	Number	Outcome
Bridgnorth	1	Written Warning
Ludlow	1	Written Warning

Ludlow	1	FPN
Shrewsbury	5	Written Warning
Shrewsbury	2	FPN

The CEOs do not have responsibility for dealing with littering. This is the responsibility of Environmental Maintenance. Where CEOs observe littering taking place, they report such matters and these are referred for further assessment/investigation by an authorised officer. CEOs do not issue FPNs.

Littering and other environmental crimes are not civil matters and anyone identified as littering commits a criminal offence. Whilst a FPN can be issued for a littering offence, these are not the same as PCNs. A defendant can choose to pay a FPN as a means of discharging their liability to the original offence; however, if they choose not to pay then the Council must decide if it will institute legal proceedings in a court of law. A PCN, unlike a FPN, can be challenged and if the challenge is unsuccessful or payment is not made, this becomes a civil debt.

6. **Question from Councillor Jane MacKenzie**

Re: Housing and planning

In April this year I held a public forum together with Shrewsbury Civic Society called “Shrewsbury Growing Forward’. It provided an opportunity for the public to air their views about housing development in and around Shrewsbury and to contribute their ideas.

We were packed out, with over 100 people attending, and one of the main outcomes was that residents wanted developers to raise their game and build to a higher quality standard.

They called for houses that were more energy efficient, and for housing developments with real connectivity into existing local communities.

They wanted a strategy to encourage pedestrians and cyclists by giving them improved provision with green highways connecting housing developments with the town centre.

They wanted more affordable housing.

However, the single most important priority, was that developers and their agents, at the earliest stage, should be encouraged to raise their game, by being provided with an set of locally agreed quality building standards. They would be expected to meet, or exceed, these standards if they wanted to build in Shropshire. We called it the Shropshire Standard.

Please will the portfolio holder tell me whether he agrees with this proposal, and whether he will work with members, the Civic Society, developers, planning officers and residents to develop a set of building quality standards for Shropshire?

Response

Councillor Mackenzie raises some important points about the qualitative aspects of new housing development which are increasingly of interest to our communities across the county. In this there is the issue around the type provided, does it meet the needs of key workers, entry level housing, those on low incomes, those looking to downsize or the housing needs of an ageing population? I have been working with Officers and Members to develop an understanding and policy approach that works best for the Shropshire context.

The “Right Home Right Place” (see link) initiative was established specifically by the Council to identify more specifically housing need across the County and provide information about affordable and community housing for those interested. In addition, while our policies to deliver affordable housing across the County have performed well we will be revising these as part of the Local Plan review process so that they are better tailored to present circumstances.

<https://www.righthomerightplace.co.uk/about/>

Our Planning Service has also been developing ways of raising awareness about design quality issues in the broadest sense and we have two initiatives that support this.

The first is the Council’s annual design and heritage award scheme will be held for the second time early in 2019. The award scheme seeks to acknowledge and promote best practice across a range of categories including the repair and adaptation of historic buildings, domestic house extensions, commercial development as well as larger housing schemes and masterplans. In this best practice is both highlighted and recognised.

The second initiative is an accreditation checklist which is currently being finalised, the idea here is to lead best practice in housing design by assessing schemes at a pre-application stage against a number of factors against which a successful scheme will be assessed. The aim is that accredited schemes will include factors such as those raised by Councillor Mackenzie. I would add that the accreditation checklist at this stage is intended to lead behaviour change positively, it is not policy but a process developers will be encouraged to opt into during pre-application discussions. I would hope then that accreditation becomes a marketing tool for developers who are then able to say their scheme meets the “Shropshire Test”

7. Question from Councillor Jane MacKenzie

Re Culture and Tourism.

Tourism is the second second biggest employer in Shropshire, after the NHS. Tourism provides over 14 thousand jobs across Shropshire and the net benefit to the local economy is valued at over 250 million pounds. Everyone agrees that an

expansion of tourism and the visitor economy is vital for the future economic growth and prosperity for Shropshire.

Given all this, why is there no Tourism Strategy for Shropshire, or a dedicated Tourism officer employed to co-ordinate and promote this key industry?

Response

“We recognise that the visitor economy is a vital part of the Shropshire economy accounting for over 14,000 jobs, which is circa 7.5% of all employment. We are currently working with a range of private sector partners to revitalise our collective approach to this important sector and also looking to reallocate existing resources from within the Place Directorate to provide more capacity and support in this area.

Recent key decisions such as the Great Outdoors Strategy and Big Town Plan refer to the exceptional quality of the experience we offer to tourists and visitors to the County. There are many businesses, groups and organisations across the County that work incredibly hard to ensure that we, not just maintain this quality of experience and of place, but improve it year on year. I would like to take this opportunity to formally thank them all for the excellent work they do. I am happy to confirm that we are looking to work with partners to develop a new strategy for Tourism and the Visitor Economy during 2019.”

8. Question from Councillor Jane MacKenzie

Re Public Health / Health and Social Care

According to the Chief Medical Officer for England, only 6% of people with alcohol dependence access treatment each year *

This leaves us with the shocking fact that 94 % of people do not get the help they need to turn their lives around.

This matters to us here in Shropshire because according to Shropshire’s own Alcohol Strategy, alcohol is a factor in over two thirds of our violent crime, over a third of domestic violence and a fifth of rapes. There has been a 100% increase in the number of people attending A&E with alcohol poisoning and alcohol is the second biggest preventable cause for cancer after smoking.

Alcohol is the main cause of death in men aged 25 -45

Given the massive impact the alcohol dependence has on individuals, their families our communities and the NHS, please can you comment on Shropshire’s current provision for individuals in our communities with alcohol dependence, and let us know what the budget is for drug and alcohol services in the coming year, and how this compares with the previous two years?

* Strang, J., Drummond, C., McNeill, A., Lader, M. and Marsden, J., (2014) Addictions, dependence and substance abuse. In: Davies, S Annual Report of the Chief Medical Officer 2013: Public Mental Health priorities: investing in the evidence. [Online] Available

from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/351629/Annual_report_2013_1.pdf [Accessed 19 November 2014].

Response

Budget

Current PH allocation for Shropshire is £38 per head of population per year. The national average is £58 per head

Drug and Alcohol Budget

Drug and Alcohol Budget 2019 – 2020 = £2,973,530 estimated based on 2018/2019

Drug and Alcohol Budget 2018 -2019 = £3,333,570

Drug and Alcohol Budget 2017- 2018 = £3,394,980

Drug and Alcohol Budget 2016 – 2017 = £3,514,130

This includes all aspects of service and council staff salaries.

Shropshire Local Service Provision

The current contract for drug and alcohol services provides treatment and support to people who have concerns about their own or others alcohol consumption. Delivery is currently focused within the main community facilities in Oswestry, Ludlow, and Shrewsbury with outlying service delivery in Market Drayton, Whitchurch and Church Stretton.

	Monday	Tuesday	Wednesday	Thursday	Friday
Crown House Shrewsbury	All day	All day Late clinic alternate Tuesday 1pm – 6pm	All day	All day	All day
Castle View Oswestry	Afternoon only			All day 1 st Thursday late clinic 1pm – 6pm	
Bridgnorth			All day alternate weeks		
Ludlow			All day alternate weeks		
Whitchurch			2 nd Wednesday every month All day		
Shared Care (drug clinics)	Haughmond View		Market Drayton (moving to Tuesday (in new year)	Alternate Thursday's Ellesmere and Albrighton	

Alcohol Clinics	Marden (appointments only)	Market Drayton GP surgery Severnfields (appointment only)	Beech Tree Caxton pm (Alternate) Cambrian pm (Alternate)		
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The service also provides alcohol liaison nurse service in Shrewsbury Hospital, their role is to reduce the number of bed day's people with alcohol dependency spend in hospital and stop admissions for alcohol detox only.

Other services include inpatient assisted withdrawal, community assisted withdrawal, BBV screening and vaccinations, needle exchange and recovery support.

In 2017 -2018 there were 539 bed days saved and 35 admissions stopped by the ALN service in Royal Shrewsbury Hospital.

Current needs

The latest prevalence rate for people with alcohol dependency in 2016-2017 is estimated as 2792.

The latest data available on met need, based on prevalence rates and numbers in treatment, found Shropshire to be above the national average rate of meeting need (2016/2017 met need was 21% compared to 18% nationally). There is no current data on met need.

Since these figures were published the numbers of people presenting to alcohol treatment nationally have dropped by 19% overall between 2013 to 2014 and 2016 to 2017.

Shropshire has seen a greater reduction in presentations with a 38% fall in the same period.

Public Health England have undertaken an inquiry into the fall in numbers of people in alcohol treatment. The inquiry included a deep dive involved 14 local authority areas, 9 where they had seen a fall in presentations to treatment and 5 where there had been an increase between the period of inquiry. The deep dive included a number of stakeholder interviews. Shropshire was part of the deep dive.

Main findings from Inquiry

The main findings from the inquiry into the 14 authorities involved were:

- Financial Pressures
- Service reconfiguration affecting alcohol service users more than other groups (40 of the 69 areas had moved to an integrated service)

- In most areas where there had been a fall in numbers, some stakeholders felt that service reconfiguration and reduced capacity had generated some unintended consequences including:
 - a loss of focus on the specific needs of alcohol users
 - a prioritisation of limited resources on opioid substitute treatment
 - barriers to alcohol users approaching the service, including a perception that the service focused on the needs of drug users
 - barriers to alcohol users engaging in treatment after initial contact, including a lack of alcohol specific treatment pathways within integrated services and a loss of alcohol treatment expertise among staff
 - referral pathways and multi-agency working had become less effective

Stakeholders said that there were other factors which had contributed to the fall in numbers including:

- reduced capacity in wider local health and social care services, particularly in areas with high levels of socio-economic deprivation
- a national service provider being placed into formal administration in some areas
- poor data quality exaggerating the decrease in some areas
- the delivery of early or brief interventions preventing peoples' problems escalating to a point where they needed treatment for dependence

Locally identified issues for Shropshire:

- loss of clinics in GP services due to provider model, this is been slowly reinstated.
- loss of dedicated alcohol service. Feedback from service users state the difficulty of attending a building commonly known as a drug service.
- reduction in budget
- Public Health grant is reducing alongside savings the Council are having to make.

Treatment Outcomes for Shropshire

JSNA 2016 -2017 (latest figures) for the Public health Outcomes Framework 2.15 successful completions and non representations

32% of people left alcohol treatment successfully compared to 40% nationally.

6% of people left opiate treatment successfully compared to 6.7% nationally

32% of people left non-opiate treatment successfully compared to 37% nationally.

9. Question from Councillor Roger Evans

As per the motion debated and agreed unanimously at the Council meeting in September, Shropshire Council has an important role in supporting communities across the county. Many spoke about the role of the Community Enablement Officers in supporting the diverse communities across the county and especially their role in supporting our Parish & Town Councils.

Under present proposals, made since the motion was debated and unanimously agreed by all councillors in September Council, this work will cease to be carried out from April. Many Parish & Town Councils have expressed dismay at the prospect of this happening. Many have written to the Council expressing their dismay at this taking place. Elected members are also concerned at this loss and do not understand who or how this work is to be carried out in the future.

For the avoidance of doubt, I and many others value this work and want it to continue. Can the Cabinet member responsible confirm why this work is now considered to be not needed, unimportant and cease.

Response

The existing Community Enablement Team (12 members of staff) are indeed being formally consulted with and have been placed at risk of redundancy, and this process follows a previous Council decision to address wider council funding pressures, which are all well-rehearsed. It is the case that x 6 new full time equivalent Place Plan Officer posts have been created in the Economic Growth team. These are new roles which will ensure a key focus on the development and delivery of Place Plans and closer alignment of these to all things CIL, the Local Plan and our wider strategies and plans.

Place Planning is the key means by which we work with Town and Parish Councils to discuss, understand and agree our respective issues and priorities and key investment and delivery priorities across a number of competing priorities and agendas (development, infrastructure, demographic impact etc.) and these posts will be key in giving that process the capacity and focus it deserves. Members of the current CET team have been encouraged to apply for these new posts and interviews will be undertaken prior to the Christmas break.

In addition, these new roles will be important in working with T&PC's and other partners and stakeholders, for example to help identify housing needs we are looking to address with our emerging local housing company.

Thus, a new way forward which is repurposed to ensure that the process of identifying and selecting community priorities and their links to wider agendas, plans and ultimately seeing those outcomes to fruition is delivered, which by its nature will require working with Elected Local Members, Town and Parish Councillors and Clerks across a number of issues and agendas.

10. Question from Councillor Roger Evans

At a number of recent meetings, the subject of Community Infrastructure Levy has been brought up by both elected members and Parish Councils. This concerns how the money at present sitting in the council's bank accounts is to be allocated and spent.

Several proposed schemes submitted by Parish Councils have been refused. A number of others are being prepared in order to spend the collected money in the area where the houses have been built.

CIL and its use was discussed in 2010 during the many public meetings held then and in the immediate years leading up to the adoption of the SAMDev Policy. It was stated quite categorically, by both elected members and officers then employed by Shropshire Council, that if settlements agreed to have extra housing under the SAMDev policy then the extra money collected in CIL payments would enable them to put in infrastructure improvements to their area. This money would include both the “Neighbourhood Fund” and the “Local Fund”. The former could be spent on any local project, the latter to be spent on previously agreed priority areas in the settlement where the development took place.

Can the Cabinet member inform Council when this agreed policy, a policy agreed by Council was changed?

Response

The last amendments to Shropshire Council’s Community Infrastructure Levy arrangements were agreed by Cabinet on 29 July 2015. This was not a change to the way in which CIL funds are spent, but a clarification of a position that had been held since the adoption of the Local Plan Core Strategy in 2011. At the meeting on 29 July 2015 Cabinet confirmed that, as per the 2011 position, priority be given to using CIL Local funds:

‘to deliver appropriate critical infrastructure, or infrastructure required in order to fulfil the Council’s statutory functions. The types of infrastructure the CIL funds can be used are placed into three categories: Critical, Priority, and Key. The category of an infrastructure item is defined in the Place Plans, which are reviewed on an annual basis. Critical infrastructure is defined in the Core Strategy as necessary to ensure adequate provision of essential utilities, facilities (such as education places and health provision), water management and safe access, and are therefore higher priority items.’

No amendments have since been made to our approach to CIL, and we are therefore continuing with the prioritisation of infrastructure provision as set out in Core Strategy Policy CS9 in 2011. Any changes to CIL policy would be subject to consultation – including with all T&PCs and all Elected Members – and would have to go through the appropriate Shropshire Council decision-making process. Council officers, in close partnership with a Working Group of T&PC representatives and with an Elected Members Task and Finish Group, will be developing proposals to go out to consult on CIL policy in 2019. We will be providing further information on this process in due course.

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