

TELFORD & WREKIN COUNCIL

CABINET 27 APRIL 2010

PRIORITY PLANS 2010/11

REPORT OF ASSISTANT CHIEF EXECUTIVE

1. PURPOSE

1.1. To set out the Council's 2010/11 Priority Plans and to consider new ways of working to support their delivery.

2. RECOMMENDATIONS

2.1. That:

- **the 2010/11 Priority Plans are endorsed**
- **the establishment of "Priority Plans Board" (paragraph 4.1) and task forces (paragraphs 4.5 and 4.6) for key corporate cross-cutting focuses are agreed**
- **a lead Cabinet member for each proposed corporate task force is assigned.**

3. PRIORITY PLANS

3.1. Effective service planning is essential to ensure that we are clear about what we are seeking to deliver and resource. In recognition of this, we have developed Priority Plans, which set out how we will deliver each of our Priorities over the next three years.

3.2. As part of the One Council refocusing of the organisation, the Council's Priorities were revised to:

- Active Lifestyles – Leisure & Culture
- Adult Care & Support
- Children & Young People
- Community Protection & Cohesion
- Community Focused, Efficient Council
- Environment & Rural Area
- Housing, Regeneration & Prosperity

3.3. The development of the 2010/11 Plans has delivered a detailed review of the key objectives/actions for each Priority and the Plan format, producing both summary documents and much shorter overall plans which provide a clearer timetable of when improvement actions will be delivered. The targets and actions of the plans will become the core of the Council's performance framework for 2010/11.

3.4. A Scrutiny Assembly session on 30 March enabled wider member engagement with emerging plans and suggestions/comments arising from this session have been considered by lead Cabinet Members.

3.5. The draft Priority Plans are presented in Appendix Two.

4. TAKING FORWARD OUR PRIORITIES

4.1. To ensure that we drive forward our priorities, each Corporate Director, in consultation with the relevant Cabinet Member, is tasked with putting in place an effective 'Priority Plan Board'. Given the differing nature/scale of each priority, it is not proposed to try to impose a 'one size fits all' template, rather our aim has to be put in place a fit-for-purpose approach that is efficient, promotes accountability and transparency for delivery, and enables effective co-ordination of planning and delivery.

4.2. It should be noted that, to assist in the establishment of effective working arrangements to deliver priorities, the Local Strategic Partnership Executive, led by the Council's Chief Executive, has commissioned the Regional Improvement and Efficiency Partnership to review the operation and governance structures of the LSP's current thematic (Delivery) Partnerships.

4.3. A number of key themes/issues cut across the different Priority Plans. A summary of these cross-cutting themes is set out in Appendix One.

4.4. As can be seen in Appendix One, through the process of developing the Priority Plans for 2010/11, the need for joint working across the Council and with partners has come through strongly. We will therefore need to be vigilant to ensure that action is co-ordinated between specific areas for those issues identified. This is the "day job" and it must be a key part of the corporate role undertaken by each lead Cabinet member/Corporate Director to ensure that these linkages are made effectively. However, there are a **number of issues identified on this list where it is felt we need to prioritise new 'One Council' ways of working to give them particular emphasis and added momentum** to ensure that all potential contributions are identified, cohesively managed and delivered. These are areas where a real step change in terms of outcomes needs to be realised.

4.5. To ensure that these specific corporate focuses (and, indeed, there are strong linkages between them), are driven forward, it is proposed to put in place a "**Task Force**" approach which will take the place of existing working groups/forums to actively prioritise and galvanise thinking and action from across all Council services and relevant partner organisations.

4.6. For each of these task forces, we will need to assign a lead Cabinet Member and a member of the Corporate Management Team to jointly drive these Corporate focuses forward. The cross-cutting themes (together with the proposed officer leads) that we have identified and which it is suggested should be taken out of current mainstream delivery models are:

- **Raising community aspirations/reducing young people not in education, employment or training (Julia Almond)**

- **Community engagement/cohesion/civic pride (Meredith Evans)**
- **“Think Family”/Total Place initiatives (Richard Partington).**

5. NEXT STEPS

5.1. To support the delivery of the Council’s priorities:

- the 2010/11 corporate performance framework will be developed through April/May around the key actions and targets in the plans. This activity will require agreement on actual target values and work to ensure effective data quality processes to support effective monitoring.
- An ongoing programme to actively promote the Council’s Priorities and how Council members and officers will contribute to them will be launched in May.
- We will embed risk management and other key impact assessment/management into the priority planning process.
- The process for the development of Priority Plans for 2011/12 and beyond commencing in late Spring/early Summer.

6. OTHER CONSIDERATIONS

Area	Comments
Equal Opportunities	Equality and diversity issues are integral to our approach to developing strategy and service delivery.
Environmental Impact	The ‘Environment & Rural’ Priority Plan sets out specific elements of our approach to managing, maintaining and protecting the environment.
Legal Implications	There are no specific legal issues arising from the development of Priority Plans.
Risk Management	The Priority Plans set out our corporate performance strategy for addressing key issues and delivering services across the Borough. The key risks associated with our role are and will continue to be identified within the Council’s Corporate Strategic Risk Register. Performance in achieving the targets set out in the Plans will be monitored and managed through the appropriate Council performance management frameworks.
Links with Corporate Priorities	The Priority Plans set out the key issues, strategy, targets, actions and resources in relation to the delivery of the Priorities.
Financial Implications	The Priority Plans reflect the resourcing and investment decisions taken by the Council in March 2010.
Ward Implications	Borough-wide implications.

APPENDIX ONE: CROSS-CUTTING THEMES

Theme	Priorities
Reduce Childhood obesity	Active Lifestyles Children & Young People
Reduce Alcohol Consumption	Community Protection & Cohesion Children & Young People Adult Care & Support
Domestic Abuse	Community Protection & Cohesion Adult Care & Support Children & young People
Keeping children safe – ‘safeguarding’	Community Protection & Cohesion Adult Care & Support Children & young People
Reducing youth crime	Community Protection & Cohesion Children & Young People
Young people not in education, employment and training	Children & Young People Housing, Regeneration & Prosperity Environment & Rural Area Adult Care & Support
Youth homelessness	Children & Young People Housing, Regeneration & Prosperity Adult Care & Support
Reducing Childhood & family Poverty	Children & young People Housing, Regeneration & Prosperity Adult Care & Support Environment & Rural Area
Borough Towns Initiative – Sports & Learning Communities	Housing, Regeneration & Prosperity Active Lifestyles – Leisure / Culture Children & Young People
Integrated Youth Support Services	Community Protection & Cohesion Adult Care & Support Children & Young People
‘Think Family’	Community Protection & Cohesion Adult Care & Support Children & Young People Housing, Regeneration & Prosperity
Improving performance/outcomes	All
Improving how we communicate and engage with people	All
Improving access to Council services	Efficient, Community Focused Council Active Lifestyles
Improving effectiveness of partnership working	All
Developing our workforce	All
Improving and rationalising plans, policies & strategies	All
Parks/play areas and open spaces	Active Lifestyles- – Leisure / Culture Environment & Rural Area
Maintenance of street scene	Environment & Rural Area Community Protection and Cohesion
Improving mobility around the Borough	Environment & Rural Area

	Active Lifestyles- – Leisure / Culture
Valuing green spaces and nature areas	Environment & Rural Area Active Lifestyles- – Leisure / Culture Housing, Regeneration & Prosperity
Growth of the local economy	Housing, Regeneration & Prosperity Environment & Rural Area
Town centre Development	Environment & Rural Area Housing, Regeneration & Prosperity
Transport	Children & Young People Environment & Rural Area Adult Care & Support
Tourism	Housing, Regeneration & Prosperity Environment & Rural Area
Ironbridge Gorge	Housing, Regeneration & Prosperity Environment & Rural Area
New Housing	Housing, Regeneration & Prosperity Environment & Rural Area
Affordable Housing	Housing, Regeneration & Prosperity Adult Care & Support
Extra Care & Specialist Housing	Housing, Regeneration & Prosperity Adult Care & Support
Preventing Sexual exploitation	Community Protection & Cohesion Children & Young People Adult Care & Support
Community Cohesion	All
Maintaining independence and addressing health inequalities	Adult Care & Support Active Lifestyles
Development of 'prevention services' – to support vulnerable adults	Active Lifestyles Community Protection and Cohesion Adult Care & Support
'Inclusion' of vulnerable adults	Adult Care & Support Active Lifestyles Housing Regeneration and Prosperity Community Protection and Cohesion
Access to, and take up of benefits	Adult Care & Support Efficient, Community Focussed

APPENDIX TWO: PRIORITY PLANS

ACTIVE LIFESTYLES PRIORITY PLAN

Overarching Statement

People in Telford & Wrekin choosing to lead a more physically and socially active lifestyle –
Do more; Enjoy more; Feel better.

1. WHAT ARE OUR PRIORITIES?

a) Actively encourage people to do more, enjoy more and feel better

- To develop services that meets the needs of the community
- Effectively communicate the events/activities and their benefits
- Make the most of the 2012 Olympics/Paralympics and Cultural Olympiad

b) Creating a sustainable physical environment to support active lifestyles

- To shape and deliver a physical infrastructure that increases participation in leisure and cultural activities
- To improve recreation opportunities within the natural environment

c) Developing diverse and accessible events and activities through working with the community and partners

- To build and sustain partnerships which contribute to a more physically and socially active community
- To provide a diverse and accessible programme of events and activities to 'do more, enjoy more, feel better'

Areas for priority action:

- **Mapping the active lifestyles offer and promotion**
- **Increasing participation**
- **Funding and investment / partnership working**
- **Developing the natural/physical environment to support an active lifestyle**

2. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Our core measures are:

- Adult participation in sport & physical activity
- Number of visits to leisure centres, broken down into the following categories: Older People; CYP; BME; Women; Disabled
- Participation in free swimming initiative
- CYP participation in high quality PE and sport
- Use of public libraries
- Number of interactions with the library service per 1,000 population
- Engagement in the Arts
- Number of Arts projects which support vulnerable and hard to reach communities and groups
- Young People's participation in positive activities
- Obesity amongst primary school children in reception and year 6
- Self-reported measure of people's overall health and well being
- Satisfaction with sports/leisure facilities
- Satisfaction with libraries
- Satisfaction with theatres
- User satisfaction of Town Park
- User satisfaction of district parks
- CYP satisfaction with parks and play areas
- Access to services and facilities by public transport, walking and cycling
- % lengths of footpaths easy to use by the public
- Number of cycle trips

3. WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Quick Wins – by 30th September 2010

a) Actively encourage people to do more, enjoy more and feel better

- Map the current active lifestyle offer and develop procedures to maintain a database/website
- Link activities and events to 2012 e.g. Sporting Champions; CultureFest; Open Weekend activities
- Promote active lifestyle activities via the contact centre call waiting system

b) Creating a sustainable physical environment to support active lifestyles

- Progress the delivery of the new indoor tennis centre at Oakengates, ground works to commence in July 2010 and construction to commence in September 2010 (20 weeks programme)

- Start work on site for the delivery of the leisure & cultural facilities at Wellington Civic & Leisure Centre as part of the Wellington Civic Quarter BTI
- Secure private sector investment into the future of the Telford Ice Rink
- Deliver the Remembrance Memorial in the Town Park
- Deliver 11 Playbuilder projects across the borough (Victoria Park in Newport, Tibberton, Rodington, Wedgewood Crescent in Ketley, Portley Road in Dawley, Downemead in Hollinswood, Tweedale Crescent in Madeley, Dale End Park in Ironbridge, Burford in Brookside, Pemberton Road in Admaston, and Walcot)
- Deliver the BMX track at Broad Oaks (Planning decision 19th May, start on site 24th May, completion second week of June 2010)
- Complete make over of 2 leisure centres
- Complete works to ensure the Driving Range at Horsehay Village Golf Centre is fully operational following investment
- Complete trial to open up part of the Silkin Way as a bridle way to improve off-highway network available to horse riders
- Consultation in May on £100K improvements for walking and cycling facilities at Halesfield, Hortonwood and Stafford park to encourage more people to walk and cycle to work, and promoting a capital grants scheme to employers to provide cycle parking, shower/changing facilities and to promote adult cycle training
- Approval of the final Rights of Way Improvement Plan by September 2010
- Commence Active Travel schemes, £500k funding from NHS to include launch of the SmartCatz sustainable travel reward scheme in 10 primary schools; bike road-shows in 4 schools;

c) Developing diverse and accessible events and activities through working with the community and partners

- Deliver the free swimming initiative
- Commence Men's Health pilot project in partnership with AFC Telford United and NHS T&W
- Work with AFC Telford United to agree transfer of assets
- Deliver an outdoor events programme to include, St Georges Day celebrations (24th April), Freedom of the Borough (29th May), CultureFest (24th July), Park Live (early Sept), Ironbridge World Heritage Festival (25th Sept)
- Commence Adult Returners Pilot project to encourage adults to take up sport, in partnership with NHS, County Sport Partnership, National Governing Bodies of sport and voluntary clubs
- Deliver leisure and cultural activities for disabled children via ICan2 and Kreative Kids projects
- All schools to provide access to extended services activities by Sept 2010 (linking services in local areas to meet the needs of the 0 – 19 age group)

Medium-Term Actions

a) Actively encourage people to do more, enjoy more and feel better

- Undertake research to establish what the community thinks of existing provision and what they would like to see developed in the Borough
- Develop a 'one stop shop' for activities and facilities information/website

- By December 2010, develop PR/Media relations and communications strategy to include 'e' social media tools and get the message out about what's on offer
- Develop social marketing campaigns aimed at specific targeted groups to change behaviour for the longer term
- Implement actions within the Obesity strategy
- Implement actions within the Physical Activity action plan (LAA & National Indicator 8)
- Harness national media campaigns to encourage active lifestyles e.g. Change4Life, Reading for Life
- Develop the Library Service Strategy and implement actions, informed by recommendations from the national modernisation review of public libraries e.g. develop e-services
- Implement actions within the Cultural Strategy
- Contribute to Shropshire, Telford & Wrekin Cultural Olympiad programme of events/activities and link activities to 2012
- Identify and deliver the legacy actions from the Olympics 2012

b) Creating a sustainable physical environment to support active lifestyles

- Deliver the leisure & cultural facilities at Abraham Darby SLC
- Deliver the new changing rooms and community hall at Telford Ski Centre
- Deliver the new indoor tennis centre at Oakengates
- Implement plans for the improvement of Horsehay Village Golf Centre
- Deliver the leisure & cultural facilities at Wellington Civic & Leisure Centre as part of the BTI
- Inform the leisure and culture design briefs of all BTI/SLC developments
- Resource and undertake a programme of facility improvements in Leisure Centres prior to SLC programme
- Implement pilot project to introduce and encourage families to use the outdoor recreation facilities at Arthog and Shortwood
- Deliver a new mobile library (November 2010)
- Develop and deliver a blueprint for the Media and Learning centre as part of the in the Town Centre Development
- Develop a 'public realm principles' document for use in regeneration projects
- Complete the delivery of the Playbuilder programme across the Borough – 11 further projects by March 2011 (Sutton Park in Madeley, Wimbrel Close in Hadley, Waters Upton, Gibbons Road in Wrockwardine Wood & Trench, Crescent Road in Wellington, Kynnersley, Playing Field next to Pavillion in Hollinswood, Sunnyside in Ironbridge, High Ercall, Gravelly Drive in Newport, Wombridge Skate Park in Oakengates)
- Implement £500k investment into district parks to include improvements to play areas in Donnington, Madeley Upper Road, Millfields and redesign and refurbishment of Dawley Bowling Green
- Deliver Parks for People – enhancement of the town park (if bid is successful – Sept 2010) (Work on site commencing Sept 2011). Works to include new gateways, signage, interpretation, nature and heritage trail, teenage activity zone, multi use games area, restoration of historical features.
- Quiet Lanes scheme around the Wrekin/Little Wenlock. £70k improvements to encourage more walking, cycling, horse riding
- £25k to provide dropped kerbs to improve crossing facilities for disabled/vulnerable road users to improve walking routes
- £50k improvements to rights of way routes in urban areas and £135k for improvements to routes in rural areas and leisure routes, in conjunction with parishes

- £49k cycle improvements to provide a link from Central Park to the Silkin Way with improved cycling and pedestrian crossing facilities across the Holyhead Road
- £13k for cycling projects in conjunction with T&W Bike Users Group
- Implement the Active Travel project in partnership with the NHS T&W (£500k funding), to include establishing 22 walking buses at schools; delivery of child pedestrian training to 1500 pupils
- Deliver a programme of cycle training with schools in the Borough (train 1400 pupils to a minimum of Bikeability level 2 in 2010/11)
- Deliver Safe Routes to Schools projects at a minimum of 4 schools (£250k)
- Implement the resourced improvements detailed in the Playing Pitch Strategy (2010/11 – 2012/13)
- Ensure the Theatre is included in the regeneration of Oakengates and increase day time usage
- Explore the Regional Parks Concept and Green Infrastructure (Longer Term) to create more open walking space

c) Developing diverse and accessible events and activities through working with the community and partners

- Work with National Governing Bodies of sport to increase the offer within the SLC programme
- Work with NHS, national and regional partners, private sector and voluntary sector to increase participation and secure funding
- Continue to work with NHS in partnership to deliver health & well-being activities e.g. BME Men's Health, reading schemes, Lifechecks, Health Information, CYP Emotional health & well being
- Work with Ironbridge Gorge Museums Trust to encourage participation through partnership working
- Work with the Police to provide diversionary activities – e.g. street sports programme (2010/11)
- Work with Parish and Town Councils to develop local active lifestyle offer
- Work with the voluntary sector to enable them to promote and deliver their active lifestyle offer
- Development of Integrated Youth Services – linked to CYP Plan priority
- Work with School Sports Partnership and Extended Services to develop the five hour activity offer for children and young people
- Deliver the Gifted & Talented programme via schools and extended services to encourage participation
- Implement appropriate community hub management models to ensure community use of new facilities under BTI:SLC programme
- Review outdoor events programme and develop new plan for 2011/12 to include town park audience development plan and theatre programme
- Deliver 2010/11 Find Your Talent programme and try to sustain programme when funding ends
- Develop and implement the aquatics strategy
- Work with AFC Telford United to agree transfer of assets and increase community usage
- Support the delivery of the Wellington Sports Hub, in partnership with TCAT, AFC, NGBs
- Deliver three Community Investment Fund Projects (funding partners NHS and Sport England): Active Families, Physical Activity and Reward Scheme and Inclusive Leisure Scheme
- Deliver the Take 2 Project (NEETS) in partnership with Walsall Creative Arts Team

- Provide extended opportunities for volunteers in library services to include teenagers and young people
- Improve and promote accessibility and transport links to ensure access to SLCs to support active lifestyles (bus routes, cycle routes, etc – link to priority 2)

4. RESOURCE CONSTRAINTS

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Investment in Leisure Centres prior to SLC investment
- Funding to expand the current outdoor events programme
- Find Your Talent programme is not funded from April 2011
- Risk of a new government reducing the funding to the BSF programme therefore reducing the SLC programme in the longer term

Appendix 1: Cross Cutting Interdependencies

Priority Plan	Active Lifestyles Inter Dependencies
Efficient, Community Focussed Council	<ul style="list-style-type: none"> • Social Marketing • Communication • Community Engagement • Improved access to council services – better use of technology • Improved effectiveness of partnership working e.g. Town & Parish Councils, LSP, Voluntary & Community sector • Internal communication & engagement
Children & Young People	<ul style="list-style-type: none"> • Reduce childhood obesity • BTI:SLC programme • Development of integrated youth support • CYP participation e.g. 5hr offer, extended schools services, integrated youth support
Housing Regeneration & Prosperity	<ul style="list-style-type: none"> • Revitalising and conserving the borough towns (BTI) • Town Centre Regeneration (leisure & cultural facilities) • Promoting the area as a business and leisure tourism destination • Planning – Green Infrastructure
Environment & Rural Area	<ul style="list-style-type: none"> • Travel routes, bus routes, cycle paths, bridle ways, footpaths

	<ul style="list-style-type: none"> • Maintenance of the offer including roads, footways, parks & open spaces • Responding to Active Lifestyles commissioning improvement needs
Community Protection & Cohesion	<ul style="list-style-type: none"> • Improving Civic pride and fostering a sense of cohesion: 'Community Cohesion' • Think Family – tackling anti social behaviour : 'Feeling Safe'
Adult Care & Support	<ul style="list-style-type: none"> • Putting People First agenda • Maintain health and well-being • Providing services under active lifestyles having been commissioned by Adult Services

ADULT CARE AND SUPPORT PRIORITY PLAN

This priority covers six areas:

- a) Improve quality of life
- b) Continue to develop choice and control
- c) Improve inclusion in, and contribution to the community
- d) Maintain health & wellbeing
- e) Ensure dignity & safety
- f) Delivering transformation and managing resources

1. WHAT ARE OUR PRIORITIES?

- a) Improve quality of life
 - **continuing to develop good quality and effective prevention services** by supporting local people who require assistance to maintain good health and independence longer
 - **provide effective services to Carers** so there is thorough consideration of the support each carer requires to maintain their caring role by helping them to cope and have a good quality of life themselves
- b) Continue to develop choice and control
 - **Ensuring easy and equitable access to good quality services** by addressing barriers to access and improving assessment processes;
 - **Improve access to information and choice to people** by providing relevant information on services available through easily accessible points of contact.
- c) Improve inclusion in, and contribution to the community
 - **Address homelessness through improved opportunities and managing crisis** by working with other services to develop provision for young people and people with complex needs
 - **Improve support to people to enable them to integrate into the community** through access to community based services and gaining or maintaining employment and settled housing
 - **Supporting people on low incomes to access funding** to support them in ensuring a sustainable lifestyle that is inclusive
- d) Maintain health & wellbeing
 - **Increase support to people to maintain or regain their independence** through early intervention, preventative services and reablement so that people can continue to live at home
 - **Address the causes of health inequalities** by working with the NHS and identifying the extent of problems that local people experience, including factors that tend to be hidden such as rural deprivation
- e) Ensure dignity & safety
 - **Ensure people are treated as individuals with respect for their dignity** in all cases so that they have choice and control of their care and responsive personalised services

- **Continue to ensure vulnerable people are safeguarded from harm** through strong local arrangements across service providers and agencies with appropriate training and responses
- f) Deliver transformation and managing resources
- **responding to demographic pressures and service expectations within an increasingly challenging financial environment** as the proportion of people over 65 increases significantly over the next ten years, people with complex needs are surviving longer, and previously unrecognised needs are now better understood
 - **working with partners to deliver person centred services within a multi-agency environment** as public sector organisations strive to reduce costs while continuing to deliver service improvements;
 - **transforming ways of working, including electronic solutions, to deliver efficiencies and improved customer experience and access** through the implementation of the personalisation agenda and the electronic social care record.

1. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Our core targets areas are:

a) **Improve quality of life**

- Help people to live at home (sub set of NI 136)
- People referred by the council to an outside organisation whose needs are met (local)
- People whose needs are met partially/fully by assistive technology (local)
- People who have stated they gained/retained independence through the use of assistive technology (local)
- People accessing affordable warmth (local)
- Vulnerable people achieving independent living (NI 141)
- Availability of housing choices (Extra Care and Supported Housing) (local)
- Carers receiving a service, or/and information and advice (NI135)
- Carer experience of services and outcomes (local)
- Carers whose outcomes have been met (local)

b) **Continue to develop choice and control**

- Timeliness of Social Care Assessments (NI 132)
- Timeliness of care packages (NI133)
- Social care clients receiving Self Directed Support (NI130)
- People who felt they had been fully involved in their assessment and deciding their care package (local)

c) **Improve inclusion in, and contribution to the community**

- Reduce B&B accommodation for all 16/17 year olds (local)
- People at risk of homelessness who were helped to avoid being homeless (local)
- Use of temporary accommodation for homeless people (NI156)
- Drug users in effective treatment (NI 40)
- Reduce hospital admission due to alcohol misuse (NI 39)
- People receiving care and support to gain and maintain settled accommodation (NI 143, NI 145, NI 149)
- People receiving care and support to gain and maintain paid and unpaid employment (local)

- Vulnerable people who are supported to maintain independent living (NI 142)
 - Improvement in the time taking to assess benefit entitlements (local)
 - Increased take-up of benefit (local)
- d) Maintain health and well-being**
- Older people receiving the support they need to live independently at home (NI 125)
 - Reduce the gap across health inequalities (joint targets to be developed with Health)
- e) Ensure Dignity & Safety**
- Abuse of older people in the community (local)
 - People who felt they were treated with dignity and respect throughout the assessment/review process (local)
 - Referrals to adults safeguarding services which are repeat referrals (local)
 - Referral leading to a protection plan being put in place (local)
- f) Delivering transformation and managing resources**
- Progress against Putting People First milestones (local)
 - Further targets to be determined

WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Quick Wins – by 30 September 2010

- 1. Improve Quality of Life**
 - Develop mechanisms to improve the evaluation of low level prevention services
 - **Develop** and undertake outcome focussed assessment & review for Carers
 - Work on a mechanism to monitor the extent to which Carers outcomes are being met
 - Improve quality and range of Dementia services locally
 - Extend range of Care & Support Technology services available and extend access to these services
 - Increase the number of Carers assessments undertaken
 - Involve Carers in the decision on the use of the Adults Learning Disability Carers Grant

- 2. Continue to develop choice and control**
 - Implement the Assessment and Review process evaluation tool
 - **Identify** and address barriers to accessing services, such as rural areas and cultural differences
 - Develop outcome based assessments and reviews
 - Link the Access team the corporate contact centre to be in place by September 2010
 - Revise personalisation process to include self-direction from June 2010
 - Review the Community Care Resource Allocation Process
 - Further develop the Access team to include intermediate care, Carers, and hospital social work
 - Increase the use and focus of the Advocacy Services

- 3. Improve inclusion in, and contribution to the community**
 - Provide rapid response and assessment through the new unit at Dodmoor Grange for 16-17 year olds in conjunction with Children and Young People services
 - Link homelessness work with NEETs initiatives and opportunities for inclusion e.g. via education, leisure and employment

- Focus on undertaking preventative work and using temporary accommodation strictly in time-limited way
- Develop support to people with complex needs and sustain stability and continuity in a community environment
- Improve information via public contact points other than the corporate contact centre, with easy access to advice
- Link Social care financial assessments and welfare advice to personal budgets
- Develop a home gardening and rustic goods delivery service to enhance the development of employment skills for people with learning disabilities
- Increase the participation of Adults with Learning Disabilities in the Apley Wood Project
- Develop a 'preparing for work' programme for people with learning disabilities

4. Maintain health and well-being

- Work with Council Services and Partners to develop and maintain availability of low-level preventative service, such as Health Promotional Programmes, Leisure services and Home Improvement Agency
- Have a fully operational Alcohol Liaison Service in Princess Royal Hospital
- Set up a self help / support group for people with Asperger's syndrome
- Increase access to intermediate care services by 20%

5. Ensure Dignity & Safety

- Continue to publicise and make information available so that abuse is not hidden
- Develop feedback on user / carer experiences of dignity and respect
- Review information to establish referral patterns and alternatives for those not requiring formal safeguarding actions
- Monitor speed of response and completion of protection plans
- Progress recommendations of the post-inspection Action Plan
- Review the Transition protocol with Children and Young People and adult services
- Hold an event to celebrate the achievements of adults with learning disabilities

6. Delivering transformation and managing resources

- Develop a project plan to take mobile working forward within Social Care
- Implement new IT system to improve Substance Misuse recording and information sharing
- Work with Health Partners on the development of a Joint Governance and Decision Making Protocol for Mental Health Services
- Work with Commissioners and South Staffordshire & Shropshire Healthcare NHS Foundation Trust on developing plans to ensure that the restructuring of the community mental health services in Telford & Wrekin addresses the reduction in NHS acute provision in the new hospital
- Review service arrangements in light of final decision on Primary Care Trust provider configuration
- Assess implication of the reduction in Primary Care Trust funding for Continuing Health Care
- Develop an action plan with Children and Young People to address recommendation of the National Social Work Taskforce
- Review skills mix of Social Care workforce and pay and conditions to retain and recruit experienced staff
- Improve access to services through the development of the Internet
- Develop a clear and costed programme of work to improve information technology and management

Medium-Term Actions

a) Improve Quality of Life

- Work with independent service providers to further develop preventative services, particularly within the third sector
- Complete Lightmore Extra Care development by September 2011
- Extend the use of assistive technology by 25%
- Extend the Affordable Warmth Programme, including targeting individuals, groups and areas by using health and deprivation data
- Undertake outcome focussed assessment and review for Carers where required
- Identify and provide appropriate support to 'hidden' Carers, including young Carers
- Provide 24/7 emergency response service for Carers

b) Continue to develop choice and control

- Identify and **address** barriers to accessing services, such as rural areas and cultural differences
- Implement outcome based assessments and reviews
- Complete readiness check to inform future development regarding electronic market
- Increase numbers of Social Workers with Approved Mental Health Practitioner status

c) Improve inclusion in, and contribution to the community

- Continue to develop and provide services to people at risk of becoming homeless
- Strengthen prevention within, and adherence to treatment programmes for alcohol and drug misuse services
- Provide holistic approach through the personalisation model including housing, employment and other independent living
- Provide support to people with complex needs sustain stability and continuity in a community environment;
- Continuing to make improvements to how customers can apply for their benefits is a key priority for the service
- Undertake a variety of take up events and campaigns each year, targeting low take up groups
- Develop the work of the Partnership on the one year Family Intervention Project Pilot and ensure its ongoing sustainability
- Implement the Benefit Service Improvement Plan based on the self-assessment against the Audit Commission Key Lines of Enquiry for Benefits
- Gain a detailed understanding of the reasons why people from different social groups do not claim benefits

d) Maintain health and well-being

- Work within council Services and Partners to develop and **maintain** availability of low-level preventative services, such as Health Promotional Programmes, Leisure services and Home Improvement Agency
- Establish precise joint information with NHS to identify individuals/groups/areas of health inequalities
- Investigate and develop joint initiatives to address health inequalities in rural areas
- Extend Enablement to all social care service users
- Progress the Mental Health Strategy Action Plan and New Horizons
- Progress the joint Rehabilitation Strategy with Primary Care Trust

Ensure Dignity & Safety

- Further develop initiatives such as Lay Visitors to enable the voices of vulnerable people to be accorded status and respect
 - Incorporate Vulnerable Adult recording as part of the development of the Electronic Social Care Record
 - Act as lead agency to progress the Vulnerable Adult Safeguarding Board's Strategy
 - Review how we use Advocates within the Vulnerable Adults Process
- e) Delivering transformation and managing resources**
- Revise the personalised care model by April 2011
 - Reconfigure services to meet demands of delivering personalised services
 - Progress the development of Electronic Social Care Record for speedy recording and information sharing
 - Work with Health to address the impact of the reducing resources within the Social Care and Health Economy
 - South Staffordshire & Shropshire Healthcare NHS Foundation Trust to implement plans on the restructuring of the community mental health services in Telford & Wrekin addresses the reduction in NHS acute provision in the new hospital
 - Agree local joint procedures for the application of the National framework of Continuing Health Care with Primary Care Trust
 - Progress the project plan for Mobile Working
 - Implement the Action Plan to deliver the requirements of the National Social Work Taskforce

2. RESOURCE CONSTRAINTS

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Responding to:
 - Demographics changes – rising numbers and complexity of client cases
 - The reducing resources available through partner agencies, particularly Primary Care Trust
 - New Government commitments as the national aging population agenda develops post general election
 - Ability to attract and retain experienced staff
- Ongoing funding of 'Think Family' initiatives

Appendix 1: Cross Cutting Interdependencies (draft)

Adult Care and Support Priority	Related Priority Plan
Homelessness (people)	<ul style="list-style-type: none"> • Housing Regeneration and Prosperity • Children and Young People
Increasing Supported Housing	<ul style="list-style-type: none"> • Housing Regeneration and Prosperity
Reducing Substance Misuse, including Alcohol	<ul style="list-style-type: none"> • Community Protection and Cohesion • Children and Young People
Addressing Domestic Violence	<ul style="list-style-type: none"> • Community Protection and Cohesion • Children and Young People
Maintaining independence and addressing health inequalities	<ul style="list-style-type: none"> • Active Lifestyles
Development of prevention services	<ul style="list-style-type: none"> • Active Lifestyles • Community Protection and Cohesion
Inclusion of vulnerable adults	<ul style="list-style-type: none"> • Active Lifestyles • Housing Regeneration and Prosperity • Community Protection and Cohesion
Benefits for people on low incomes	<ul style="list-style-type: none"> • Efficient, Community Focussed
Improved and easier access to information and advice	<ul style="list-style-type: none"> • Efficient, Community Focussed
Safeguarding vulnerable adults	<ul style="list-style-type: none"> • Children and Young People • Efficient, Community Focussed • Community Protection and Cohesion
Carers support	<ul style="list-style-type: none"> • Children and Young People • Active Lifestyles • Housing Regeneration and Prosperity

CHILDREN AND YOUNG PEOPLE PRIORITY PLAN

What this priority covers:

Our overriding ambition is to improve outcomes for every child and young person while closing the gap for those who are not achieving their full potential. In Telford and Wrekin we will deliver improvements for children, young people and families against the five Every Child matters (ECM) outcomes:

- Be healthy
- Stay Safe
- Enjoy and Achieve
- Make a positive contribution
- Achieve Economic Well being

Background:

Telford and Wrekin Council and its partners have a statutory responsibility to produce a Children and Young People's Plan (CYPP) setting out how partner agencies will work together to improve outcomes for children and young people in Telford and Wrekin. This is jointly owned and driven with the council and each partner having responsibility to deliver their part of the plan.

The next section sets out our priorities identified through analysis of data, evaluating progress against previous priorities and discussion with stakeholders. Moving into the third year of a three year plan, five priorities have been identified which are considered to require most urgent action.

2. WHAT ARE OUR PRIORITIES?

Top five priorities requiring the most urgent action:

a. Reduce rates and numbers of teenage pregnancies:

- Relationships and Sex Education (RSE) programmes
- Identify and reduce risk factors for teenage pregnancy
- High quality contraception and sexual health services for young people under 18

- Community-based approaches to involve, inform and support proactive work on teenage pregnancy prevention
- High quality support services to young parents and their families including access to education, employment and training

b. Keep children safe from maltreatment, neglect, violence & sexual exploitation:

- Deliver the Local Safeguarding Children (LSCB) Executive action plan:
- Secure positive outcomes for Children in Care

c. Improve achievement and attendance at all key stages

- Raise the attainment at the Early Years Foundation Stage (EYFS) through targeted support and delivery of grant funded programmes
- At Key stage 2 improve the percentage of children attaining Level 4+ in English, maths and science
- At Key stage 4 improve the percentage of students attaining 5A* - C grades including English and maths ensuring that results are at least equal to those nationally
- Improve rates of progress for all students
- At all key stages further close the gap for underperforming pupil groups notably Free School Meals (FSM), specific BME groups, SEN pupils and Children in Care
- Improve attendance levels in primary, secondary and special schools
- Improve the attendance of children in care and other vulnerable groups

d. Reduce the numbers of those Not in Education, Employment and Training (NEET)

- Robust tracking and exchange of information so that interventions are timely
- Information Advice and Guidance (IAG) to support young people in learning and career choice
- Flexible learning opportunities

e. Reduce Youth Homelessness

- Reduce number of acceptances from young people by 75% by 2010
- Eliminate the use of B and B for all 16/17 year olds by 2010

Other important priorities within the Children and Young People's Priority Plan

f. Reduce rates of childhood obesity:

- Promoting and supporting breastfeeding
- Support Healthy Living for families with children under 5 and school aged children
- Increasing levels of physical activity and improve well-being amongst children and young people and their families
- Locally deliver the new Government Strategy; Be Active, Be Healthy

g. Reduce alcohol consumption of young people

- Increase targeted preventative interventions for alcohol use.
- Develop alcohol policies and procedures with local Safeguarding and Family Services
- Closer working relations with Children's Services providers including revision of alcohol screening tool.
- Appropriate engagement to address alcohol use through e.g. Teenage Pregnancy Strategy and Youth Crime Action Plan.

h. Reduce first time entrants to the criminal justice system and repeat offending

- Use information from the Community Resolution to prevent young people dealt with in this way becoming first time entrants
- Maximise learning from the analysis of re-offending trends, young person's feedback and assessments and use this information to develop services that are effective in reducing re-offending rates

i. Reduce Child and Family Poverty

- Meet requirement of Child Poverty Bill 2009
- Help families to be in control of their finances
- Families in work that pays / support through education and adult skills

Cross cutting initiatives which enable us to deliver the outcome priorities listed above:

- Sports & Learning Communities – Borough Towns Initiative
- Parenting & Family Support (including Think Family)
- Multi-disciplinary working and cluster arrangements
- Increasing the opportunities for children, young people and families involved in service design, planning and development
- Children's Workforce Development
- Engagement with the Private, Voluntary and Independent Sector
- 14-19 Strategy
- Commissioning
- Transition arrangements for disabled children, children in care and young offenders.
- Integrated Youth Support Strategy

2. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Headline targets include:

Be healthy:

- Rate of obesity among primary school children in reception (NI 55) and Year 6 (NI 56)
- Reduce the rate of under 18 conceptions by 55% by 2010 (NI 112)
- Percentage of young people reporting either frequent misuse of drugs / volatile substances or alcohol or both (NI 115)

- Rate of hospital admissions per 100,000 for alcohol related harm (young people sub set)
- 75% of schools achieving National Healthy Schools Status (NHSS) by Summer 2010

Stay Safe:

- Timeliness of initial assessments (NI 59) and core assessments (NI 60)
- Improved stability of Children in Care (NI 63)
- Monitoring of children with a Child Protection Plan (NI 64 NI 65 and NI 67)

Enjoy and Achieve:

- Achievement of L4+ in English and maths at KS2 (NI 73)
- Children in Care reaching level 4 in English (NI 99) and maths (NI100) at KS2
- Achievement of 5 or more A* - C grades at GCSE or equivalent including English and maths
- Children in Care achieving 5A* - C GCSE or equivalent at Level 4
- Secondary School persistent absence rate (NI 87)
- Percentage of Children in Care with a Personal Education Plan (PEP)

Positive Contribution:

- Rate of proven re-offending by young offenders aged 10-17 (NI 19)
- First Time entrants into the youth justice system age 10 – 17 years
- NI 79 Achievement of a level 2 qualification by the age of 19
- NI 80 Achievement of a level 3 qualification by the age of 19

Economic Wellbeing:

- Percentage of young people Not in Education Employment and Training (NI 117)
- Use of B&B accommodation for 16 / 167 year-olds
- Proportion of children who live in families in receipt of out of work benefits

3. WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Top five priorities requiring the most urgent action:

a. Quick Wins – Reduce Rates and number of Teenage Pregnancy

- Deliver the project to ensure prepared for RSE becoming compulsory in Personal, Social and Health Education (PSHE)
- Targeted work in Teenage Pregnancy hotspots to remove barriers to schools achieving the Health-zone service specification standard

b. Quick Wins – Keep children safe from maltreatment, neglect, violence and sexual exploitation

- Implement the Family Intervention Projects (FIP) and act on interim findings.
- Implement the findings of the “Front Door” Services into Social Care (Thorpe and Regan Research) within the council’s safeguarding team.

c. Quick Wins – Improve Achievement and Attendance at all key stages

Achievement

- Provide targeted support to up to 45 primary schools through the Every Child a Writer programme
- Provide targeted consultant support to 10 primary schools through the Improving Schools Programme
- Provide targeted training directed by evidence from school self evaluation.
- Increase the focus on Children in Care, BME, Free School Meal pupils and SEN in termly SIP meetings
- Half term virtual school meetings with a focus on attainment of vulnerable groups listed above
- Use relevant resources to increase leadership capacity in National Challenge Schools

(Can only assess progress annually through external examinations)

d. Quick Wins – Reduce the numbers of those Not in Education, Employment and Training

- Use Government Office West Midland (GOWM) support and funding to ensure that data is utilised to target appropriate interventions
- Implementation of Red Flag Project to make contact with long term unengaged NEETs and work with them to move them into a more positive outcome
- Increase the number of apprenticeships offered by the Council to 20 within the next year.

e. Quick Wins – Reduce Youth Homelessness

- Launch the Joint Protocol for the Assessment of Housing and Support Needs of homeless 16 / 17 year olds (and care leavers)
- Progress work on Local Authority acting as Guarantor to landlords for homeless young people

Other important priorities within the Children and Young People's Priority Plan

f. Quick Wins – Reduce Childhood obesity

- Support young leaders & volunteers, through training and development to lead community programmes e.g. expanding the women in motion
- All PCT commissioned Obesity programmes to have identified short term measurable outcome
- Physical activity to be included within the 'Principles for Sustainable Regeneration' as part of the Borough Towns Initiative.
- Investigate and raise awareness of obesity in children with learning and physical disabilities
- Engage with primary care for the delivery of the NCMP (National Child Measurement Programme)
- Launch of Obesity strategy refresh consultation with stakeholder

g. Quick Wins – Reduce Alcohol Consumption for young people

- Launch Proof of Age scheme identity cards for 16 and 18 year olds in full time education
- Deliver Bottle Head Productions school based programme to raise awareness of alcohol misuse as part of early intervention
- Deliver Underage Sales and Test Purchasing Schemes

h. Quick Wins – Reduce First Time Entrants (FTE) into the criminal justice system and Re-offending

- To draw up a protocol with West Mercia police to ensure completion of YOT1s on Community Resolution Disposals

i. Quick Wins – Reduce Child and Family Poverty

- Pilot Child development grant
- System review to ensure Job centre information in Children's centres is up to date
- Work with Housing Benefits to share data to assist in targeting of low income families, lone parents and those who are homeless

Medium Term Actions:

Top five priorities requiring the most urgent action:

a. Reduce rates and numbers of teenage pregnancies:

- Build on existing risk assessment processes for young people to include risk factors associated with teenage pregnancy and links with the Common Assessment Framework (CAF) and Team around the Child (TAC) approach
- Review young people's contraception and sexual health services and develop a tiered model of service provision with a clear service user pathway
- Improve the skills of the children and young people's workforce on prevention of teenage pregnancy and support for young parents

b. Keep children safe from maltreatment, neglect, violence and sexual exploitation:

- Improve support to those subject to sexual exploitation and reduce the number of those at risk (CATE)
- Increase awareness of internet / new technology safety for children, parents and carers (E-Safety)
- Help young people not to feel vulnerable and scared for their personal safety
- Implement actions required to meet new guidance in respect of children missing from home and care (Missing Children)
- Identify children where there is domestic abuse and improve provision and co-ordinated support (Domestic Abuse)
- Mainstream lessons from the Think Family approach and the Family Intervention Projects. (FIP)

c. Improve achievement and attendance at all key stages:

Attainment:

- Implementation of the World Class primary programme (DCSF)
- Provide lead teacher support in schools identified as causing concern by the School Improvement Partner (SIP)
- Further develop links between good schools and those whose results are causing concern
- Develop 1:2:1 tuition in all secondary schools at KS3 and National Challenge Schools at KS4

Attendance:

- Review Attendance strategy and Attendance policy
- Continue to support and challenge in secondary schools via school improvement team

- Further strengthen partnership working between schools, Education Welfare Officers (EWO) and other partner agencies

Underpinning Action:

- Support schools to achieve National Healthy Schools Status (NHSS) by Summer 2010
- Roll out the Enhanced National Healthy Schools (ENHS) programme

d. Reduce the numbers of those not in Education, Employment and training (NEET):

- Use learning from the project to devise a standardised and mainstreamed approach to reducing the number of young people who are NEET
- Tighten the operational guidance for Connexions 4 Youth in relation to Information, Advice and Guidance (IAG)

e. Reduce Youth Homelessness:

- Develop and implement a joint mediation project

Other important priorities within the Children and Young People's Priority Plan:

f. Reduce Childhood Obesity:

- Deliver Obesity strategy action plan and evaluate impact

g. Reduce Alcohol Consumption by Young People (see Community Protection and Cohesion priority Plan)

- Deliver Alcohol Strategy actions with a priority focus on Early Intervention

h. Reduce First Time Entrants into the Criminal Justice System and Re-offending

First Time Entrants:

- Deliver the key tasks within the Prevention Strategy Composite Action Plan in collaboration with the Local Authorities and partners
- Further develop the role of the Prevention services within Targeted Youth and Integrated Youth Support via ongoing collaboration with IYS Senior Managers

- Review of YOS Prevention services and ensure that there are regular audits of the First Time Entrants population with findings presented to the YOS Management Board and used to continue to develop prevention services

Re-offending:

- Use the outcomes from young people's and parent's feedback to prioritise areas for service development where service users identify they make least progress
- Further develop practitioner forums focussing on moving forward effective practice aimed at further reductions in re-offending rates
- Continue to invest in resources and materials to support the delivery of effective offending behaviour programmes
- Undertake further analysis of the re-offending population and feed the implications for service delivery into practice development forums, workforce training events and performance reports to the Management Board

i. Reduce Child and Family Poverty

- Agree Service Level Agreement with Job Centre Plus for standard services delivered through Children's Centres
- Improve access to financial advice and guidance through a central hub across the borough with a focus on joined management and shared actions e.g. Children's Centres, free internet in Libraries and Doctors surgeries.
- Link with local training providers to facilitate training on budgeting and financial capability
- Training for trainers on awareness raising on child poverty and including a basic checklist on financial support / signposting

4. RESOURCE CONSTRAINTS

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Risk of a new government reducing funding in relation to the number of grant streams on which the Priority area relies heavily including Area Based Grant and the Surestart and Early Years Childcare Grant (Approximately £13 million).
- The Think Family projects funding ceases in March 2011.
- Full implementation of the CATE project.
- Sustaining the Red Flag NEETs project.
- Risk of a new government reducing BSF programme and Primary Capital funding.

Responding to:

- Demographics changes – rising numbers and complexity of cases.
- National Agenda for Children's Social Care including the Laming Report response.
- Impact of Southwark Judgement and the cost of the potential increase of children in care.
- Reducing resources made available through partner agencies, particularly Primary Care Trust.
- Ability to recruit and retain experienced staff

5. CROSS CUTTING ISSUES:

Children and Young People Priority	Related Priority Plan
Reduce Childhood Obesity	<ul style="list-style-type: none"> • Active Lifestyles: Leisure / Culture
Reduce Alcohol Consumption	<ul style="list-style-type: none"> • Community protection and Cohesion
Domestic Abuse	<ul style="list-style-type: none"> • Community protection and Cohesion • Adult Care and Support
Keep Children safe from maltreatment, neglect, violence and sexual exploitation	<ul style="list-style-type: none"> • Adult Care and Support • Community Protection and Cohesion
Reduce First Time Entrants into the Criminal Justice System and re-offending	<ul style="list-style-type: none"> • Community Protection and Cohesion
Reduce Numbers of those not in Education, Employment and Training (NEET)	<ul style="list-style-type: none"> • Housing, Regeneration & Prosperity • Environment and Rural Area
Reduce Youth Homelessness	<ul style="list-style-type: none"> • Housing Regeneration and Prosperity • Adult Care and Support
Reduce Child and Family Poverty	<ul style="list-style-type: none"> • Housing Regeneration and Prosperity • Adult Care and Support • Community protection and Cohesion • Environment and Rural Area
Cross Cutting Initiatives:	<ul style="list-style-type: none"> •
Borough Towns Initiative – Sports and Learning Communities	<ul style="list-style-type: none"> • Housing Regeneration and Prosperity • Active Lifestyles: Leisure / Culture
Integrated Youth Support Services	<ul style="list-style-type: none"> • Community Protection and Cohesion • Adult Care and Support
Parenting & Family Support (e.g. Think Family)	<ul style="list-style-type: none"> • Adult Care and Support • Community protection and Cohesion

Effective and efficient delivery of all of these priorities is interdependent on the delivery of the Efficient, Community Focused Council Priority Plan.

COMMUNITY PROTECTION & COHESION PRIORITY PLAN

This priority plan covers four areas:

- g) Actual Crime
- h) Perception of crime
- i) Social inclusion
- j) Reassurance

What are our Priorities?

1. Creating a safer community

- Preventing and tackling crime and disorder
 - Tackle Anti Social Behaviour
 - Reduce Domestic Abuse incidents
 - Alcohol prevention, early intervention, enforcement control and treatment
 - Target priority and prolific offenders
 - Reduce incidents of Hate Crime

- Safeguard health and safety of the community
 - Ensure Compliance – Business/Landlord/Individual
 - Health and safety advice to communities
 - Responding to major incidents

2. Sense of belonging and feeling safe in the community

- Sense of belonging
 - Dialogue and engagement with the community
 - Deliver programmes within the community
 - Reduce social exclusion to prevent violent extremism

- Reassuring and Supporting the community
 - Align perception and reality of crime and disorder
 - Access to support services for victims and witnesses
 - Visibility and powers of enforcement officers

How will we show we are making a difference?

Our core target areas for priority 1 are:

- Serious and Violent Crime
- Perception of Anti Social Behaviour
- Adult re-offending rates
- Assault injury crime rate
- Re-offending rate of prolific and priority offenders
- Repeat incidents of Domestic Violence
- Perception of drunk or rowdy behaviour as a problem
- Impact of local authority trading standards services
- Satisfaction of business with regulatory services

Our core targets for priority 2 will be:

- People who believe people from different backgrounds get on well together
- People who feel they belong to their neighbourhood
- Civic participation
- Satisfaction with your local area
- Specialist support to victims of a serious sexual offense
- Building resilience to violent extremism

What will we do to achieve our priorities?

Quick Wins – Creating a Safer Community

- Set up Anti Social Behaviour and Hate Crime contact points for the public
- Publication and distribution of minimum standards information leaflets for Anti Social Behaviour available online and through community contact points
- Launch Proof of Age scheme identity cards for 16 and 18 year olds in full time education
- Develop code of practice for Off Licensed premises for compliance of standards
- Deliver 20 week Taxi Marshalling scheme within Wellington
- Set up counselling support for victims of Sexual Violence through Independent Sexual Violence Advocates
- Carry out assessment of Scores on the Doors 2 year Scheme to show impact
- Identify key priorities for Crime and Disorder and link to existing Local Authority Priorities
- Install community safety alcohol related injury database with Accident and Emergency (LINKS)
- Deliver Bottle Head Productions school based programme to raise awareness of alcohol misuse as part of early intervention
- Undertake joint review with Police of Community Support Officer's powers
- Develop Community Payback model with probation services
- Deliver Underage Sales and Test Purchasing Schemes
- Complete pilot to identify key risks and management of Head Stone safety in Council owned/managed cemeteries
- Produce an information pack with women who have experienced domestic abuse to support other victims

Quick Wins – Sense of Belonging and Feeling Safe in the Community

- Inform the community within agreed timescales about our responses to their reports of Anti Social Behaviour
- Complete Wellington Arts and Culture project
- Deliver College and Arleston project for engagement with younger and older people through Arts
- Develop programme of activities for Community Fund to enable residents to influence spending in their local area (Link to Efficient, Community Focused Council Priority Plan)
- Review profile and powers of Community Support Officer's and local authority regulators
- Deliver Walk About project to identify hotspot areas with local community groups
- Drop in Zone to be based in Telford Centre as a one stop shop for Crime and Disorder
- Deliver CultureFest community event (Link to Active Lifestyles Plan)
- Support 'Towers Above' to become robust arts organisation to work creatively with groups who are susceptible to hate crime and social isolation
- Production of Cohesion Theatre that explore issues of community cohesion and the influence of personal choice with 16 Telford and Wrekin young people to be shown at Arena Theatre Wolverhampton

Medium Term Actions

Creating a safer community

- Prepare and deliver target based action plans using shared intelligence (e.g. Family Intervention Project)
- Review and Refresh crime and disorder strategy and supporting structure
- Deliver Alcohol Strategy actions with a priority focus on Early Intervention
- Ensure safer environments are considered as part of all major planning and development projects
- Develop initiatives to ensure compliance of standards
- Promote with Police the extension of powers of Community Support Officer's and Special Constables
- Apply community payback model with the Probation service
- Provide information and advice on new legislation/guidance to regulated trade and businesses (e.g. good practice guides)
- Training to be delivered to Council employees to respond to emergency incidents
- Develop area based approach to Community Cohesion
- Implement programme of Head Stone safety within council owned/managed cemeteries (inclusion of communication plan)

Sense of belonging and feeling safe in the community

- Engagement with communities through Arts and Culture projects
- Have dialogue with identified priority communities to understand their community safety issues through engagement including the Parishes
- Implement a programme of positive communications to align public perceptions with the reality of low crime levels in Telford
- Promote services to support victims and witnesses of crime when incidents occur
- Bring long term empty properties back in to use in partnership with Private Sector Landlords (Link to Housing and Regeneration plan)
- Raise awareness amongst elected members of the councils arrangements for responding to major incidents

Resource Constraints

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Secure funding for Taxi Marshalling Scheme within Wellington for sustainability after 20 week period
- Embed Domestic Abuse Services/Support good practice for sustainability as mainstream

Community Protection and Cohesion Priority	Related Priority Plan
Creating a safer community	<ul style="list-style-type: none"> • ASB Links to First Time Entrants and Re-offending – CYP Plan • Alcohol consumption and underage sales scheme links to CYP priority reducing alcohol consumption • Domestic Abuse Key objective in Keep Children safe sub priority of CYP Plan and Adult Care and Support • Environmental Crime Links to Environment and rural area plan maintaining a clean quality environment • Pinch Points and safety by design link to Housing Regeneration and prosperity plan • Sexual Exploitation links to Keep Children safe from maltreatment, neglect, violence and sexual exploitation CYP plan • Think Family FIP links to Parenting & Family Support CYP plan • Community Engagement through locality team – Efficient and Effective Council Plan • Reassurance through Communication – Efficient and effective Council Plan
Sense of belonging and feeling in the community	<ul style="list-style-type: none"> • Community Cohesion - Integrated Youth Support –Positive activities links to CYP plan and Adult care and support plan • Active involvement of young people decision making in communities CYP plan (and Active Lifestyles?) • Link to schools statutory duty to promote community cohesion – CYP plan • Community Engagement through locality team – Efficient and Effective Council Plan • Reassurance through Communication – Efficient and effective Council Plan • Sense of belonging links to CYP plan – NEETs and educational achievement

COMMUNITY FOCUSED, EFFICIENT COUNCIL PRIORITY PLAN

This priority covers two areas:

- k) Better Value for Money and a Stronger Community Focus
- l) Working Together in New Ways

3. WHAT ARE OUR PRIORITIES?

a) Better Value for Money and a Stronger Community Focus

- Improving how we **communicate and engage** with people - linked to this sharing data across the Council and with partners and using this better to inform decision-making/develop services
- Improving the **effectiveness of partnership working**, including:
 - LSP, particularly driving shared priorities, both at an executive and delivery partnership level
 - Voluntary/Community Sector
 - Town & Parish Councils
- Improving **performance/outcomes** by:
 - Targeting action on particular issues/priorities
 - Building a culture of improvement Council-wide
- Delivering **savings and efficiencies** by:
 - Identifying things we should stop doing or do less of
 - Carrying out a programme of service reviews, where appropriate delivering services differently (shared services, voluntary/community sector, Town and Parish Councils etc)
 - Delivering efficiencies, particularly through asset and property management, procurement and Invest to Save
 - Maximising income and external funding
- Improving **access to Council services** and better use of technology

b) Working Together in New Ways

- **Working together as 'One Council'** by continuing to restructure the organisation and reducing silo working
- Improving **internal communication/engagement** (for Members and officers) and **supporting democracy**, particularly better support for ward members
- **Developing our workforce**, particularly:
 - leadership/change management skills, and developing employees that are innovative and want to make a contribution, and;
 - the Council, as an employer seeing how it can play a direct role in reducing the number of NEETs through apprenticeships etc
- Completing the **single status** project (fair pay and harmonised terms/conditions)
- Achieving fast and flexible decision making while also ensuring **good governance, accountability and transparency**
- Improving and rationalising **plans, policies and strategies**

3. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Our core targets will be:

- Overall satisfaction with the way the Council runs things*
- Satisfaction with local area as a place to live*
- % of people who agree that Telford and Wrekin Council offers Value for Money*
- % of people who feel well-informed about Council services*
- % of people who feel involved in local decision making*
- % of people who agree that the Council is easy to contact*
- % of 'priority' targets being delivered
- Savings/efficiency targets
- Satisfaction with the way the Council works towards the Parish Charter

The targets marked with a * will be tracked monthly with a small sample of local residents

4. WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Quick Wins – Better Value for Money and a Stronger Community Focus

- Launch the new Community Fund to deliver local initiatives in all wards, involving members as champions to promote the scheme
- Develop and deliver a programme of targeted projects to improve performance/outcomes through the new Priority Action Team
- Develop and complete 'Total Place' review of NEETs and Think Family – linked to this overhaul the existing approach to apprenticeships to recruit more young people who are not in education, employment or training and from under-represented groups and promote local apprenticeships with contractors
- Establish a programme of 'walking the patch' involving ward members and senior managers
- Review and put in place a new approach to performance reporting and management
- Introduce a new outcomes section into all Cabinet reports to ensure a greater focus on delivering priorities
- Develop and deliver a new 'Think Local' engagement and communication plan to focus on priorities such as the Community Fund, BTI, civic pride, local democracy – to include trialling new and interactive ways of engaging/communicating
- Deliver 'Your Community Matters' engagement events across the Borough
- Review and modernise the Council's brand
- Implement first phase of new Council Website (improved design, content, online forms and search facilities)
- Review and revise how we make information and services more accessible to meet specific needs
- Complete review of the Local Strategic Partnership, both the Executive and Delivery Partnerships
- Review the findings of the survey of Town and Parish Councils to identify areas for improvement or where we need to strengthen the Council's commitment to the Parish Charter

- Establish a new framework for engaging with the voluntary/community sector and develop a new Third Sector Compact agreement clearly setting out how we will work with the voluntary/community sector (subject to Cabinet and Third Sector approval)
- Review the operational budgets and functions of each Service Delivery Unit to identify things we could stop doing or do less of and consult/engage local people on priorities and savings options early in the budget-setting process
- Agree a corporate programme of service reviews to be undertaken over the next 2 years
- Start to implement property rationalisation programme, particularly led by the creation of the new Wellington Civic Centre
- Develop and implement an Invest to Save fund to pump-prime initiatives that will deliver ongoing savings
- Carry out a review of fees and charges, including concessions, and put in place a new approach/policy
- Develop new value for money profiles for each Service Delivery Unit with comparative cost/performance/satisfaction data and use these to challenge and improve value for money

Quick Wins – Working Together in New Ways

- Complete the next (and subsequent) phases of the One Council restructure to bring together teams and deliver savings
- Develop joined-up working by setting up new Priority Boards, giving Senior Management Team more responsibility for managing cross-cutting issues and putting in place a new set of working groups focused on key Council-wide priorities
- Deliver a communication campaign to raise awareness of the new Council priorities and performance against these (updated through the year)
- Produce an online ‘One Council’ guide for employees and members explaining who does what in the new structure and where they are based (will need to be updated regularly)
- Continue One Council engagement/communication, including One Council bulletins, informal ‘get to know’ walkabout programme and quarterly Q&A sessions
- Rollout new ways of working – focusing on better use of space (hot-desking, open plan, less storage) and mobile/home working
- Implement the new ‘Make a Difference’ Employee and Member Suggestion Scheme
- Introduce new hotline for ward and Town/Parish Councillors
- Develop a new political awareness programme for employees
- Review current Member Information point and deliver an improved eonecouncil team site for elected members
- Roll out team ICT sites to enable officers in different service delivery units to share information and work together
- Single Status - progress pay modelling and terms & conditions negotiations with Trade Unions and ensure that job evaluations are aligned with restructures
- Streamline the service planning framework by producing shorter, more focused Priority Plans and Service Delivery Plans only (no individual Business Plans)
- Identify, streamline and co-ordinate the Council’s core strategies (linked to this produce guidelines to improve policy development, including a new simplified impact assessment)

Medium-Term Actions

1. Better Value for Money and a Stronger Community Focus

- Develop and implement a medium-term Communication and Engagement Strategy and Action Plan based around agreed Council priorities, ensuring that the outcomes from engagement activity is used to inform decision-making
- Implement the Telford & Wrekin Observatory to enhance information sharing across the Council and with partners – linked to this, bring data together concisely and clearly and proactively communicate this (including simple profiles for ward members and Town and Parish Councils)
- Identify and implement better systems/mechanisms for keeping members informed of what is planned in their wards
- Put in place new partnership structures/arrangements
- Work with Town and Parish Councils to identify which services and facilities the Council could offer to devolve to them
- Review Third Sector costs/funding and develop and implement a new Third Sector Strategy setting out the Council's long-term relationship with the Third Sector (subject to Cabinet and Third Sector approval)
- Identify and realise opportunities for shared services
- Develop a savings package, including agreeing which services we will stop delivering or do less of and putting in place decommissioning/exit strategies
- Review all investment commitments – funding for additional investments to be clearly identified from existing resources
- Implement recommendations from Transport and Environmental Services Reviews (subject to Cabinet approval) and carry out agreed programme of service reviews to realise efficiencies and savings and wherever possible, new and better ways to deliver services
- Change our approach to procurement, including more corporate contracts (and greater compliance with these), all tenders over £50k conducted electronically and more procurement managed centrally
- Actively seek out external funding opportunities and co-ordinate bids to support the delivery of Council priorities
- Continue to implement a property rationalisation programme and for retained offices introduce new ways of working
- Migrate more services to contact centre/First Point at Civic Offices and increase opening hours of contact centre
- Develop new First Point at Wellington Civic Centre and develop libraries into First Points (latter subject to funding – see Section 4 below)
- Implement Customer Relationship Management in the corporate contact centre to enable staff to deal with customer enquiries more effectively

2. Working Together in New Ways

- Put in place new communication channels for employees and members e.g. text messaging
- Roll out team ICT sites to enable officers in different service delivery units to share information and work together
- Develop management competencies and revise management development programmes, including a new programme to identify and develop potential future managers

- Single Status – final pay and grading package to be agreed
- Review and amend the Council Constitution, including a new member/officer protocol and a review of political management arrangements (elected mayor/'stronger leader' model) (end December 2010)
- Deliver a programme of good governance training for members and officers
- Revise the Community Strategy
- Carry out a review of our approach to Equality & Diversity and implement a new simpler, outcome-focused approach
- Carry out a programme of policy/strategy reviews for all core strategies/policies with full Cabinet engagement

5. **RESOURCE CONSTRAINTS**

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Develop libraries into First Points (capital funding required for technology and refurbishment)
- Single citizen record (Customer Relationship Management) (capital funding required post June 2011)
- Recruit more young people who are not in education, employment or training and from under-represented groups as apprentices (subject to Future Jobs Funding)

6. **CROSS-CUTTING ISSUES**

The Community-Focused, Efficient Council Priority Plan is fundamental to the delivery of all the other Priority Plans. However, there are particularly strong linkages with:

- Community Protection & Cohesion –strong links between community engagement and cohesion
- Active Lifestyles – development of libraries as First Points
- Children and Young People – Council's approach to apprenticeships will contribute to NEETs agenda

ENVIRONMENT AND RURAL AREA PRIORITY PLAN

This priority covers 4 areas:

- a) Maintaining a Clean, Quality Environment and Public Realm
- b) Managing Waste and Increasing Recycling
- c) Improving Mobility around the Borough
- d) Protect and Enhance the Green Network and Promote a Sustainable Community for Local People

1. WHAT ARE OUR PRIORITIES?

1. Maintaining a Clean, Quality Environment

- Improve and maintain the condition of roads, footways, rights of way and the street scene
- Maintain the good standard of cleanliness in the Borough
- Provide quality open spaces and parks

2. Managing Waste and Increasing Recycling

- Increase the amount of household and Council waste recycled
- Improve public satisfaction with the household waste and recycling collection service

3. Improving Mobility around the Borough

- Design, deliver and manage a transport network which supports sustainable economic growth and promotes travel for all
- Minimise increase in levels of congestion
- Optimise accessibility to local facilities including healthcare, education and employment in Telford Town Centre, Borough Towns and the rural area
- Satisfaction with mobility in the rural area
- Keeping transport moving in adverse/extreme weather

4. Protect and Enhance the Green Network and Promote a Sustainable Community for Local People

- Protect and enhance the green network and biodiversity of the Borough
- Reduce use of energy, amount of waste produced and CO₂ emissions through the operations and services of the Council
- Ensuring a sustainably designed environment

2. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Our core targets will be:

- Improve the condition of non principal roads
- Improve % of the unclassified road network where structural maintenance should be considered
- Maintain the condition of principal roads
- Improve the condition of main access footways
- Make safe 100% of all reported dangerous potholes by the end of the next working day
- % of footways that are easy to use
- Levels of Litter
- Levels of detritus
- Levels of graffiti
- Levels of fly tipping
- Improved street and environmental cleanliness
- public satisfaction with borough cleanliness
- Remove 100% fly tips from Council land within two working days of them being reported
- Complete 99% of refuse and recycling collections on the programmed day
- Remove 100% of all dangerous and burnt out vehicles on public land within 24 hours of them being reported
- Remove all racist and offensive graffiti within two hours of it being reported
- satisfaction with Maintenance of roads
- satisfaction with Maintenance of pavements
- Satisfaction with condition of signs
- satisfaction with District parks
- satisfaction with Town Park
- satisfaction with parks and open spaces
- Children and young people's satisfaction with parks and play areas

- Minimise the amount of household waste
- % of municipal waste sent to landfill
- Increase % of household waste recycled and composted
- public satisfaction with recycled and standard waste collection as a combined service

- Satisfaction with Parking
- Congestion- average journey time per mile during the morning peak
- Satisfaction with traffic levels and congestion
- Access to services and facilities by public transport
- Treat the defined road network (primary & secondary routes) to maintain accessibility for road users

- 1.
- Proportion of local biodiversity sites where positive conservation management is being implemented
- Exceed Natural England's standard for accessible natural green space of 1 ha of Local Nature Reserve per 1,000 population
- Reduce CO₂ emissions from the Council's operations
- Reduce CO₂ emissions per head of the population in the Borough
- Planning to adapt to climate change

WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Quick Wins – Maintaining a Clean Quality Environment

- Progress the Transport Asset Management Plan (TAMP) to facilitate effective decision making as to where resources are invested
- Deliver £135k of rural rights of way improvements in 2010/11
- 500 of metres of footpath surface improved to accommodate disabled use
- Replace 3 existing gates on bridleways with top-latch opening gates to allow access for disabled riders

Quick Wins – Managing Waste and Increasing Recycling

- Roll out of plastic recycling
- Trial of food waste collection
- Trial of weekly recycling collection
- Review of waste receptacles

Quick Wins – Improving Mobility around the Borough

- Review Winter Maintenance Service performance 2009/10 season
- Invest approx £350k into renewing white and yellow lining in the borough
- Approximately 5000 signs cleaned
- Minimum of £150,000 invested in the replacement of signs
- Review of traffic signal junctions at Hollinswood, Ketley Brook & Trench Lock to improve junction efficiency
- Consult on proposals to improve pedestrian and cycling access to the borough's industrial estates
- Complete a scheme to provide pedestrian crossings on Randlay Avenue
- In partnership with London Midland commence improvements to Telford Central Railway Station
- Consult on the development of Telford's new Local Transport Plan (LTP3)
- Produce plan for improving access to the Wrekin

Quick Wins – Protect and Enhance the Green Network and promote a Sustainable Environment for Local People

- Green infrastructure strategy project plan complete
- Switching off street lights on major roads between 00:00 and 05:30.
- Launch of the RE:think Energy project
- Climate Change Adaptation Partnership Established

Medium-Term Actions

1. Maintaining a Clean Quality Environment

- Implement the Transport Asset Management Plan (TAMP) to facilitate effective decision making as to where resources are invested
- Implement the Highway Maintenance Improvement programmes funded from the Local Transport Plan
- Implement rural improvement plan for roads and footways
- Develop a coordinated approach to design and management of the street scene
- Implement cleaning and maintenance regime of signs at key junctions in the Borough
- Evaluate outcomes of Teflon coated signs pilot in the borough
- Review and amend Environmental Maintenance Contract annual service delivery specifications to meet current service needs
- Implement the changes from the strategic mid term review of the 18 year Environmental Maintenance Contract
- Deliver an annual 'Cleaner, Safer, Greener' Marketing & Promotions Plan to improve community perception
- Publicise outturn information on the Council's website
- Seek to secure additional resource to implement 3 year tree safety inspection programme on Council owned land:
- Seek funding to implement a signage network for all Telford and Wrekin Open Spaces to ensure they are adequately signposted for residents and visitors
- Implement corporate capital improvement programme as prioritised in the Park Management plans
- Implement recommendations of the allotment framework
- Implementation of a £4 million Heritage Lottery bid for the enhancement of the Town Park, including improvements to pedestrian access
- Complete the Green Space Strategy Supplementary Planning Document as a means of securing a sustainable future for the Borough's green spaces
- Develop a 3 year Action Plan to increase the target audiences' usage of Green Spaces

2. Managing Waste and Increasing Recycling

- Agree a medium term solution for a waste treatment and disposal service for the Borough
- Implement improvements to the Community Recycling Centre following a service review
- Provision for recycling to 100% of households in the Borough via extension of current provision to flats
- Work with Borough Town Regeneration Partnerships to implement recycling initiatives, such as underground recycling banks in Dawley and Newport
- Implement Phase 1 of the Kitchen Waste project
- Implement the Landfill Allowance Trading Scheme Strategy

3. Improving Mobility Around the Borough

- Develop a long term parking strategy through the Local Development Framework (LDF) to address local needs
- Review the operational performance of Hollinswood, Trench Lock and Ketley Brook traffic signal junctions
- Develop a driver information strategy to link CCTV monitoring with on-street electronic variable message signs
- Through the planning process seek to locate developments close to existing bus routes
- Increase the number of people registered on the Journey Share database from 600 in 2005/06 to 1320 on 2010/11
- Increase the number of companies enrolled on the Telford Company Travelwise Scheme from 19 in 2004/05 to 35 in 2010/11
- Refresh Annual Telford & Wrekin Council Travel Plan
- Analyse staff travel surveys to understand active Journey Share rates
- Conduct a study aimed at improving bus journey times throughout the highway network through the use of bus detection systems at traffic signal installations
- Implement urban traffic management control to respond to fluctuations in traffic flows on key routes
- Engage with Parishes to 'add value' to local service provision e.g. grit bins and district centres
- Develop proposals for management of on street and off street car parking

4. Protect and Enhance the Green Network and Promote a Sustainable Environment for Local People

- Complete green infrastructure strategy
- Prepare management plans for sites in Council ownership
- Implement management plans
- Disseminate funded guidance to owners of wildlife sites which fall under the NI197 criteria
- Review and monitor the Council's energy consumption within property and construction, seeking to implement energy efficiency measures to reduce the carbon emissions from Council buildings
- Implement the three year Energy and Water Saving Schools programme to reduce energy and water consumption in schools
- Deliver new build Building Schools for the Future (BSF) Schools to BREEAM 'Very Good' or 'Excellent' standard
- Southwater developments to comply with sustainable design and construction standards
- 100% of actions complete in flood and coastal erosion risk management plans, as agreed with the Environment Agency

7. RESOURCE CONSTRAINTS

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Highways and improving mobility around the borough require significant additional investment

APPENDIX 1 – CROSS CUTTING THEMES

Theme	Priorities
Young people not in education, employment and training	Children & Young People Housing, Regeneration & Prosperity Environment & Rural Area Adult Care & Support
Reducing Childhood & family Poverty	Children & young People Housing, Regeneration & Prosperity Adult Care & Support Environment & Rural Area
Improving performance/outcomes	All
Improving how we communicate and engage with people	All
Improving effectiveness of partnership working	All
Developing our workforce	All
Improving and rationalising plans, policies & strategies	All
Parks/play areas and open spaces	Active Lifestyles - Leisure / Culture Environment & Rural Area
Maintenance of street scene	Environment & Rural Area Community Protection and Cohesion
Improving mobility around the Borough	Environment & Rural Area Active Lifestyles- – Leisure / Culture
Valuing green spaces and nature areas	Environment & Rural Area Active Lifestyles- – Leisure / Culture Housing, Regeneration & Prosperity
Growth of the local economy	Housing, Regeneration & Prosperity Environment & Rural Area
Town centre Development	Environment & Rural Area Housing, Regeneration & Prosperity
Transport	Children & Young People Environment & Rural Area Adult Care & Support
Rural Health	Adult Care & Support
Tourism	Housing, Regeneration & Prosperity Environment & Rural Area
Ironbridge Gorge	Housing, Regeneration & Prosperity Environment & Rural Area
New Housing	Housing, Regeneration & Prosperity Environment & Rural Area
Community Cohesion	All

HOUSING, REGENERATION AND PROSPERITY PRIORITY PLAN

This priority covers 7 areas:

- a) Encouraging Investment, Innovation and Growth*
- b) Promoting the Area as a Business and Leisure Tourism Destination*
- c) Improving Adult Skills to Meet the Demands of a Growing Modern Economy
- d) The Renaissance of the Town Centre
- e) Revitalising and Conserving the Borough Towns
- f) Securing Sustainable Housing Development
- g) Ensuring Communities have a Sustainable Future through Housing led Regeneration

4. WHAT ARE OUR PRIORITIES?

- a) Encouraging Investment, Innovation and Growth*
 - Encourage enterprise, support existing businesses and attract new investment in and around the Borough
 - Develop key sectors, new market opportunities and new jobs
 - Develop infrastructure to support the sustainable economic development of the Borough
- b) Promoting the Area as a Business and Leisure Tourism Destination*
 - Telford is recognised as a quality national business tourism and conference destination.
 - Ironbridge is seen as a national and international quality visitor destination
 - Develop the tourism infrastructure and growth of tourism businesses
- c) Improving Adult Skills to Meet the Demands of a Growing Modern Economy
 - Raise the skill levels of the people of the Borough
 - Increase the numbers of economically active adults across the whole Borough
- d) The Renaissance of the Town Centre
 - Create a vibrant, high quality and successful Town Centre that provides a civic and cultural heart to Telford
- e) Revitalising and Conserving the Borough Towns

- Ensure that the Borough Towns have a clear role and a sustainable future within the Borough including the improvement and growth of both traditional and themed markets
 - Conserve and improve the special character of each of the Borough Town
 - Increase satisfaction within the Borough Towns by completing various conservation and regeneration projects
- f) Securing Sustainable Housing Development
- Through partnership with the Homes and Communities Agency deliver the right number and type of new housing in both the urban and rural area
 - Create quality places through the achievement of high quality design
- g) Ensuring Communities have a Sustainable Future through Housing led Regeneration
- Ensure that Borough communities have a sustainable future
 - Ensure that Woodside, Sutton Hill and Brookside are good quality places to live in

5. HOW WILL WE SHOW WE ARE MAKING A DIFFERENCE?

Our core targets will be:

- Maintain Gross Value Added
 - Maintain overall employment rate
 - Median earnings of employees per week in the area
 - Increase New Business Registration Rate
 - % of small businesses showing employment growth
 - Workforce employed in manufacturing
 - % employed in banking, finance and administration
 - % employed in construction
 - Increase % of workforce employed in knowledge economy occupations
 - Amount of employment land brought forward
-
- Increase business Tourism Value
 - Increase number of visitors to World Heritage Site
 - Increase tourism related jobs
-
- Number of Level 1 qualifications in literacy
 - Number of entry level qualifications achieved in numeracy
 - Working age population qualified to at least Level 2 or higher
 - Working age population qualified to a least Level 3 or higher
 - Working age population qualified to at least Level 4 or higher
 - Skills gaps in the current workforce reported by employers
 - Working age people on out of work benefits

- Satisfaction with Borough Town centres
- Income from markets

- Ensure additional homes provided per annum
- Ensure a rolling 120 % five year supply of ready to develop housing sites
- Enable affordable homes (gross) per annum
- Processing of major planning applications within 13 weeks
- Enable cumulative additional units of extra care housing
- Enable additional units of other specialist social/affordable housing
- % of major applications required to meet silver or gold standard Buildings for Life standard at design stage

- Number of vacant private sector dwellings returned to occupation or demolished per annum
- Number of non-decent private sector dwellings made decent as a direct result of action by the local authority) per annum
- Redevelopment of the former Courts site (186 dwellings):
- Increase Woodside residents' satisfaction
- Increase Brookside residents' satisfaction
- Increase Sutton Hill residents' satisfaction

WHAT WILL WE DO TO ACHIEVE THESE PRIORITIES?

Quick Wins – Encouraging Investment, Innovation and Growth*

- 60 employment opportunities created through the Future Jobs Fund
- Local Economic Assessment complete
- Developed new website for Shropshire Constructing Excellence

Quick Wins – Promoting the Area as a Business and Leisure Tourism Destination*

- Future skills and construction conference delivered
- Produce annual conference guide for national distribution
- Completed 3 major event bids
- Deliver summer events promotion
- Re-design and develop 'Visit Ironbridge' website

Quick Wins – Improving Adult Skills to Meet the Demands of a Growing Modern Economy

- Skills focus added to business breakfasts
- Set up construction 'Future Skills' Conference
- Increase Future Jobs Fund programme by a further 100 vacancies

Quick Wins – The Renaissance of the Town Centre

- Adoption of Central Telford Area Action Plan as planning policy framework
- Secure funding from Advantage West Midlands and Homes and Communities Agency for Southwater Regeneration
- Launch "Southwater" brand
- Submit 'reserved matters' application for enabling works and public realm
- Public information consultation event on public realm proposals
- Appoint preferred operator for Telford Ice Rink
- Approve the location of the new civic offices within Southwater

Quick Wins – Revitalising and Conserving the Borough Towns

- Introduce Borough Towns Initiative (BTI) hotline for local residents
- Launch Borough Towns Initiative (BTI) Strategy
- Produce business plan and marketing strategy for markets
- Leegomery local centre retail development complete
- Ironbridge signage improvement programme complete
- Newport High Street improvements complete
- Improvements to Victoria Park complete in Newport
- Newport central square developments complete
- High street works in Dawley complete
- Vision for Oakengates produced
- Paving works in Wellington complete
- Award tender for canal works in Newport
- Complete review of World Heritage Site Management Plan
- Recruit Markets Manager and Markets Assistant
- Develop programme of themed markets
- Develop principles for sustainable regeneration

Quick Wins – Securing Sustainable Housing Development

- Appoint developer/Registered Social Landlords (RSL) for small sites affordable housing programme
- Launch Market Intervention fund
- Hold Rural Parishes seminar to promote delivery of rural affordable housing
- Complete rural housing needs surveys for Roddington, Edgmond, Ercall Magna, Water Upton
- Negotiate revised section 106 package for Telford Millennium Community
- Commence operation of new strategic commissioning approach to housing investment with Homes & Communities Agency
- Agree design proposals for refurbishment of London House, Madeley
- Update Strategic Housing Market Assessment (SHMA)
- Update overarching Housing Strategy
- Update Housing, Care & Support Strategy (Extra care housing)

Quick Wins – Ensuring Communities have a Sustainable Future through Housing led Regeneration

- Complete local centre infrastructure scheme in Woodside
- Secure development partner for new retail site in Woodside local centre
- Secure Registered Social Landlords (RSL) development partner for new housing sites in Woodside
- Complete the acquisition of 40 properties in Wildwood, Woodside
- Secure planning consent for local centre redevelopment in Sutton Hill
- Complete the acquisition of 32 properties in Sutton Hill local centre

Medium-Term Actions

a) Encouraging Investment, Innovation and Growth*

- Attract 35 new investments and business expansions in 2010/11
- Coordinate Manufacturing Network and work with Business Link to promote Business Support available
- Facilitate email network and quarterly seminars to support the Human Resources Forum for Manufacturing and larger companies
- Attract 250 new jobs through new investments and business expansions in 2010/11
- Deliver action plan to encourage local procurement and supply chain development
- Provide business support to companies, including business networks, business engagement and aftercare, redundancy and recruitment support
- Provide Environmental Support for Businesses through the BESST network

- Deliver the Rethink Energy Service
- Facilitate Quarterly Breakfast events and member services for Telford Business Partnership
- Support Shropshire Construction Excellence Club to run quarterly events to promote new building methods and technologies
- Deliver the Future Jobs Fund Contract
- Establish the baseline of available employment land and set annual targets
- Develop a programme with Homes and Communities Agency to transfer and release land for speculative build
- Support the development of key employment sites, incubation and grow on space, including improved signage to key developments
- Continue to lobby for major transport infrastructure improvements such as extension of the M6 Toll for the North West of the Region and improved direct rail services to London
- Seek funding for ICT infrastructure development via City Region
- Undertake improvement works to existing industrial estates

b) Promoting the Area as a Business and Leisure Tourism Destination*

- Deliver an annual marketing campaign to deliver the Advantage West Midlands Business Tourism Contract
- Support the promotion and development of the new Southwater Convention Quarter
- Deliver the annual marketing plan to attract conferences and events post 2013 of 1,000+ people
- Deliver Campaign to attract key conferences in key sectors e.g. Manufacturing, Food and Drink and Building Technologies
- Deliver an annual leisure marketing campaign
- Produce a plan to improve provision of tourism information across the Borough
- Achieve Coach Friendly Town and Walker Welcome status for Telford and Ironbridge
- Improve Customer Service Ratings through Delegate Feedback and Mystery Shopping
- Seek Advantage West Midlands funding for Cluster Events up to £40K

c) Improving Adult Skills to Meet the Demands of a Growing Modern Economy

- Use Adult Learning Partnership to develop delivery plan for local skills for life activity
- Produce ESOL Action Plan that meet national guidelines
- Signing of Informal Adult Learning Pledge
- Develop Informal Learning Partnership in line with Learning Revolution White Paper
- Allocate provider for Information Advice and Guidance (IAG) Service
- Alignment achieved of Telford and Wrekin unemployment and skills targets with Multi Area Agreement
- Completion of Work & Skills Plan
- Restructure of internal apprenticeship programme
- Seek £100,000 funding to expand internal apprenticeship programme
- Seek £340,000 AWM funding to develop Social Enterprise Programme

d) The Renaissance of the Town Centre

- Agree concept proposals for the design of high quality public spaces within Southwater
- Commence development of the Media & Learning Centre, including Meeting Point House and potentially provision for the PCT (2011/12)
- Complete first phase of, public realm works and high quality access/entrances into the Town Park (2012/13)
- Complete refurbishment of Bingo/Bowling facility (2012/13)
- Agree on the specification and location of the replacement Spout Farm House to provide a new Town Park visitor centre.
- Commence development of the new civic offices (2011/12)
- Develop a marketing strategy for bars and restaurants
- Continue soft market testing with cinema operators.

e) Revitalising and Conserving the Borough Towns

- Complete canal and surrounding area improvements in Newport
- Complete Water Lane development site by 2011/12
- Finish Wellington Town Heritage Initiative Scheme
- Install public art on Madeley and Jiggers Roundabouts to signify the key gateways to the World Heritage Site
- Complete new Civic Quarter including library, registry office, retail and office space for Wellington
- Launch opening of new Madeley centre – including new road and supermarket
- Complete Phase 1 ground remediation and infrastructure for retail and replacement Phoenix Secondary School in Dawley
- Complete High Street and public realm improvements complete in Dawley
- Clear Paddock Mount and make ready for mixed use development
- Complete Retail and Phoenix Secondary developments
- Appoint developer partner for Phase 2 for Paddock Mount retail and commercial development
- Self financing markets function established

f) Securing Sustainable Housing Development

- Develop and maintain housing delivery trajectory
- Establish and maintain effective Developer/Register Social Landlord and other Partners Forums
- Commission and produce an infrastructure plan
- Implement actions established in the Telford and Wrekin Council and Homes and Communities Agency Partnership Local Investment Plan (LIP)
- Implement a programme of small sites for affordable housing
- Establish preferred mechanism for Housing Delivery model with key partners
- Deliver the local affordable housing development programme
- Roll out of the rural affordable housing surveys
- Establish programme of rural affordable housing sites in light of rural survey outcomes, with Homes and Communities Agency (HCA)
- Adopt local Housing Strategy

- Alignment of local partners investment plans to meet targets in the economic development strategy, including apprenticeships
- Adoption of Land Allocations Development Plan Document
- Commence Local Development Framework (LDF) Core Strategy Review
- 3 Planning Performance Agreements in place for major housing sites in 2010/11
- Identify a long term programme of extra care housing schemes
- Maximise investment of affordable housing grant to local housing schemes through the implementation of the Telford and Wrekin Council/Homes and Communities Agency partnership Investment Plan
- Complete building construction and bring into commission extra care housing at Lightmoor
- Secure formal agreement of all project partners to principle of developing extra care facilities on school site at Telford Millennium Community
- Commence assessment of housing schemes completed in line with adopted Regional Spatial Strategy Policy
- Meet standard of assessing schemes completed in line with adopted Regional Spatial Strategy Policy
- Establish a design framework with Homes and Communities Agency, also incorporating the green agenda
- Seek investment for regeneration on housing estates such as Donnington

g) Ensuring Communities have a Sustainable Future through Housing led Regeneration

- Undertake 4 prioritised targeted empty property campaigns per annum
- Launch 'Kickstart' equity loan products with 64 loans completed in 2010/11
- Deliver loans and grants in line with the Private Sector Housing Strategy and Home Assistance Policy
- Deliver the Health through Warmth Scheme and Healthy Homes Project
- Bellway Homes to complete purchase of site and commence construction of new housing units in Woodside
- Manage the local centre infrastructure contract for Woodside to ensure it is delivered on time and within budget
- Market Woodside local centre retail and housing sites
- Procure design and construction contracts for Woodside
- Procure development partner for new housing in Woodside
- Complete development of new housing in Woodside
- Complete Sutton Hill re-housing strategy for properties to be acquired and demolished
- Secure planning consent for the infrastructure works in Sutton Hill
- Procure construction contracts for the approved scheme and complete work on site
- Develop a long term investment strategy for Sutton Hill New Town housing
- Determine scope of the project and issue brief for the Masterplan
- Develop and deliver an action plan to raise satisfaction in Woodside, Sutton Hill and Brookside following the resident survey

6. RESOURCE CONSTRAINTS

All actions within this Priority Plan can be delivered within existing resources with the exception of:

- Cash point in Ironbridge

- Rail link in Ironbridge

APPENDX 1 – CROSS CUTTING THEMES

Cross Cutting themes for this Priority Plan include:

Theme	Priorities
Young people not in education, employment and training	Children & Young People Housing, Regeneration & Prosperity Environment & Rural Area Adult Care & Support
Youth homelessness	Children & Young People Housing, Regeneration & Prosperity Adult Care & Support
Reducing Childhood & family Poverty	Children & young People Housing, Regeneration & Prosperity Adult Care & Support Environment & Rural Area
Borough Towns Initiative – Sports & Learning Communities	Housing, Regeneration & Prosperity Active Lifestyles – Leisure / Culture Children & Young People
'Think Family'	Community Protection & Cohesion Adult Care & Support Children & Young People Housing, Regeneration & Prosperity
Improving performance/outcomes	All
Improving how we communicate and engage with people	All
Improving effectiveness of partnership working	All
Developing our workforce	All
Improving and rationalising plans, policies & strategies	All
Valuing green spaces and nature areas	Environment & Rural Area Active Lifestyles- – Leisure / Culture Housing, Regeneration & Prosperity
Growth of the local economy	Housing, Regeneration & Prosperity Environment & Rural Area
Town centre Development	Environment & Rural Area Housing, Regeneration & Prosperity
Tourism	Housing, Regeneration & Prosperity Environment & Rural Area
Ironbridge Gorge	Housing, Regeneration & Prosperity Environment & Rural Area
New Housing	Housing, Regeneration & Prosperity Environment & Rural Area
Affordable Housing	Housing, Regeneration & Prosperity Adult Care & Support

Extra Care & Specialist Housing	Housing, Regeneration & Prosperity Adult Care & Support
Community Cohesion	All
'Inclusion' of vulnerable adults	Adult Care & Support Active Lifestyles Housing Regeneration and Prosperity Community Protection and Cohesion