

**FULL COUNCIL 13 SEPTEMBER  
TELFORD & WREKIN COUNCIL MEDIUM-TERM PLAN 2012/13 TO 2014/15  
REPORT OF MANAGING DIRECTOR**

## **1. PURPOSE**

1.1. To present the Council's Medium-Term Plan 2012/13 to 2014/15 for approval

## **2. RECOMMENDATIONS**

2.1. That Council approves the Medium-Term Plan 2012/13 to 2014/15.

## **3. SUMMARY**

3.1. The Medium-Term Plan identifies the high level strategic focus for the organisation over the next 3 years, including:

- The Council's Vision, Priorities and Values – setting out what the Council will do to deliver its vision and priorities.
- A 'Co-operative Council working with the Community' – our approach to 'being the change' to embed co-operative ways of working into all that we do, a new relationship with the community, our employees and partners too.
- Medium term financial strategy – how we will balance the Council's budget over the next 3 years based on available information and setting out our capital strategy.
- 'Putting Customers First' – treating our customers as we would wish to be treated and developing ways to ensure that 'every contact counts'.
- Being a 'Business supporting, Business winning Council' – working with businesses to secure and create jobs in the Borough; a challenge for all of the organisation and our partners.

## **4.0 INFORMATION**

3.2. Against each proposed Priority, the plan sets out how 'delivery' will be measured. **These measures are not fixed at this point in time** – they will be kept under review as specific strategies and initiatives are developed and evolve – for example around the 'Business Supporting, Business Winning Council' theme. We need to ensure that the measures are meaningful and timely.

3.3. Progress reports against delivery of the Medium Term Plan and the Priorities will be presented to Cabinet throughout the year, at 6, 9 and 12 months. On approval of the proposed Priorities, a 'baseline report', will be presented to Cabinet.

3.4. Approval of the Medium Term Plan and the Priorities is just a first step; the Priorities together with the Co-operative Values should act as a thread through all that the organisation does. A **key challenge is to communicate and embed the Priorities within the organisation alongside the Co-operative values**. It is important that all employees understand the Priorities as the focus for the Council and how they do contribute towards them – an important step to refocus the organisation following a period of significant change. Key ways this can be achieved are:

- As part of Personal Development Discussions managers and officers should discuss how their work contributes to the Priorities, and the other key themes of the organisation (e.g. Putting Customers First), and living the Co-operative values.
- All Council reports, strategies and service plans should identify how they contribute to delivering the Priorities and living the Co-operative values.

3.5. Initial steps identified to communicate the Priorities and Co-operative values include:

- ‘Pledge cards’ – setting out the Co-operative Values and Council Priorities
- Internal communications campaign:
  - Visible campaign across council buildings and electronic channels – e.g. poster campaign in corridors, lifts, notice boards
  - In meeting rooms – posters asking ‘how is this meeting contributing to delivering our Priorities?’
  - ‘What are you doing to live the values?’ challenge
- Through ‘Your Voice’ and social media
- Link to the launch of the Council’s brand and ensuring that the values and priorities are embedded in these and part of the Council’s brand.

3.6. The work to develop and deliver this programme will continue and be taken forward by the Co-operative Delivery Team and the Assistant Director Law, Democracy & Public Protection (SMT lead for implementing the Co-operative Values).

## **5. OTHER IMPLICATIONS**

Community Impact	Yes	Achievement of the Priorities set out in the Medium-Term Plan will deliver many community benefits.
Financial & Value for Money Impact	Yes	The proposed Service & Financial Planning Strategy for 2012/13 to 2014/15 was agreed at Council on 1 <sup>st</sup> March 2012. The strategy is set in the context of severe financial pressures facing the Council, including significant reductions in Central Government funding, service pressures

		due to the difficult economic climate which is having an impact on the community, in particular demands in Adults and Children's social care, and uncertainties around future funding levels with changes to both the local government finance system and the Welfare system being on the horizon.
Legal Issues	Yes	Under Section 2 of the Local Government Act 2000, the Council has the power to do anything which they consider is likely to achieve the promotion or improvement of any one or more of the economic, social or environmental wellbeing of the area. In deciding whether to exercise this power the Council must have regard to its sustainable community strategy and also have regard to the guidance issued by the Secretary of State regarding the use of the power. Legal Services will be involved throughout the implementation of the Council's Priorities and proposals around development of the Co-operative Council - all necessary legal arrangements such as property documentation or partnership agreements will be put in place.
Other impacts, risks and opportunities	Yes	The ongoing and development programme of work to deliver the Council's Priorities will be evaluated to ensure risks are identified and managed and any associated opportunities are maximised. Delivering the Council's Priorities and action to being a Co-operative Council provides real opportunity to develop new arrangements and partnerships to improve the lives of local people.
Environmental	Yes	A number of the Council's Priorities will deliver environmental improvements – <i>“ensure that neighbourhoods are safe, clean and well maintained”</i> and <i>“regenerate those neighbourhoods in need and work to ensure that local people have access to suitable housing”</i> As new initiatives are developed they will be assessed for environmental impacts as the proposals are developed.
Impact on specific wards	Yes	Borough-wide impact.

**Report prepared by Jon Power, Delivery & Planning Manager.**