

Council Plan

FOR TELFORD & WREKIN

2018/19 - 2019/20



**TOGETHER
EVERYONE
ACHIEVES
MORE**



Telford & Wrekin
COUNCIL

Our values

Openness and Honesty

Ownership

Fairness and respect

Involvement

INTRODUCTION

2018 is a significant year for Telford and Wrekin. We celebrate both the 50th anniversary of the creation of the Telford New Town and the 20th anniversary of Telford & Wrekin Council becoming a unitary authority.

The 50th anniversary gives us a unique opportunity to celebrate Telford's creation and growth and its exciting future, which the Council has taken a key role shaping and driving.



As a unitary authority for 20 years, we have been able to focus on what is right for the borough. This has had very real benefits. By working with and investing in our schools, we have seen educational attainment dramatically improve. We have successfully established Telford as one of the top places to do business and invest in - attracting one of the UK's largest most recent direct foreign investment by Canadian casting company Magna International Inc.

This Plan sets out our priorities and future focus. Fundamentally, we are a Council working for, and together with our community to help make Telford and Wrekin the best it can be. We will do this by focussing on the things that really matter to local people and businesses. It's about being on the side of Telford and Wrekin. We will stand up for our hospital, fight for fair funding for public services and support communities.

Our priorities for the Council are clear. We want residents to become healthier, feel safer and develop more skills to get better jobs. We also need to invest in the borough to make it cleaner, more prosperous and to continue to develop excellent transport links as well as protecting vulnerable children and adults.

To achieve this, we must also continue to find other ways of generating money to help fund services as we have made more than £110m in savings. To do this we have adopted a commercial approach. For example, investing in Nuplace providing homes to address the availability of affordable quality homes for rent. This investment is paying dividends, in 2016/17 we generated an extra £600,000 profit - money that would otherwise have to be cut from services.

We know that we have challenges in the borough and this Plan sets out how we will work to address them. Equally, we have much to be proud of in the borough - and I look forward to celebrating this with you in the coming year.

Leader of Telford & Wrekin Council **Cllr Shaun Davies**

TELFORD AND WREKIN THE PLACE

Telford and Wrekin is a place of contrasts. Within the borough are the Telford New Town, the market town of Newport and the Ironbridge Gorge UNESCO World Heritage Site - birth place of the industrial revolution. All surrounded by beautiful countryside and farmland with more than two thirds of the borough classified as rural.

The borough has a successful growing economy with a high employment rate (TW 74.9%, WM 72.0%, UK 74.4%). Manufacturing remains important (TW 15.1%, WM 11.5%, UK 7.9%) with the automotive supply chain a key sector. Through the availability of affordable 'ready to go' development land, the borough has been successful at attracting significant inward investment to protect existing jobs and support the creation of new ones. The recent investment by Magna International Inc. was one of the largest foreign direct investments into the UK for the last 5 years.

Tourism makes an increasing contribution to our local economy with 4.5 million visitors each year including 1.5 million visitors to the Ironbridge Gorge bringing £800m economic benefit.

We have seen strong housing growth as part of our recovery from the recession. The borough is the best performing local authority for housing growth – ranked first in the 2018 Centre for Cities Report.

The health of the population continues to improve. There has been significant progress on reducing early deaths from cancer and heart disease. 'Lifestyles' are improving with smoking rates having fallen significantly from 20% in 2014 to 15.6% (15.4% WM, 15.5% Eng) in 2016.

Education and skill levels continue to improve. The proportion of the working age population with NVQ level 4 qualifications has increased to 30.3%. School performance has improved with attainment for key measures (EYFS, KS1, KS2 & GCSE) better than the regional and comparable to the national position.

Whilst there is a positive direction of travel for the borough there remain challenges. We need to continue to develop the value of our economy. Our GVA per capita trails below regional and national rates (£21.2k TW, £21.5k WM, £25.6k UK), as do our wage levels (£488 weekly TW, £515 WM, £556 Eng). Improving the skill base of our work force is a key response to addressing these challenges. There are 15 neighbourhoods ranked among the 10% most deprived nationally for health, skills, employment and housing.

The challenge we face is to ensure that the benefits of our thriving economy are felt by all. Enabling all our residents to live healthy and fulfilling lives wherever they live.

OUR VISION & PRIORITIES

From our on-going engagement with local people over many years, we are clear that they and their families have some fundamental priorities which we as a Council are working to deliver. To do this, we have a clear vision and priorities for the Council. The financial challenges the Council faces means we have to continue to change as an organisation and how we deliver services. Our “Being the Change” strategy sets out how we will do this.



OUR VISION FOR THE BOROUGH IS:

“Telford & Wrekin – the place to live, learn, work and do business”

OUR PRIORITIES TO DELIVER THE VISION ARE:



KEY INVESTMENTS TO DELIVER OUR PRIORITIES

To support the delivery of our priorities, we have set out in our budget strategy key investments:

- **£5.05m** in adult social care by 2021 to meet need.
- **£4.9m for Childrens Safeguarding** to ensure that the service can meet need and demand.
- **£20m Pride Programme** to fund a further major investment in improvements to local roads and associated infrastructure.
- **£50m Growth Fund** to invest directly into land and property enabling local businesses to expand and drawing in new investors.
- **£3.7m from the West Midlands Combined Authority** to bring "brownfield" sites to the market to deliver housing growth.
- **£18.7m from the Marches Local Enterprise Partnership** to drive investment through transport infrastructure improvements.
- **£13.4m investment in the Council's wholly owned NuPlace** to generate income to protect Council services and provide much needed affordable, quality housing for rent.
- **£275,000 Destination Telford** Initiative to promote the borough as a place to do business.
- **£2m pa ICT Capital programme** to ensure that the Council's network is robust and improve efficiency.



PROTECT AND SUPPORT OUR MOST VULNERABLE CHILDREN AND ADULTS

WE HAVE A CLEAR COMMITMENT AS A COUNCIL TO ALWAYS LOOK AFTER THE MOST VULNERABLE IN THE BOROUGH WHATEVER THEIR AGE.



KEEP OUR CHILDREN AND VULNERABLE ADULTS SAFE

We want to see children live safely at home but where they can't we want the very best for our children in care and care leavers.

A specific focus is on young people at risk of child sexual exploitation. Our work to support and safeguard children from sexual exploitation has been recognised by OFSTED as amongst the best in the country.

Partnership working is key to this goal. Our Safeguarding Adult Board, Safeguarding Children Board, Children and Families Partnership and Community Safety Partnership co-ordinate and drive this work.

We will prioritise early identification and protection of vulnerable adults and children and work to safeguard them and ensure that they have positive outcomes. We want our safeguarding children services to be judged as "good" by OFSTED.



PROMOTING INDEPENDENCE

We want to enable people to live in their own homes and neighbourhood as long as it is safe for them to do so with the right support. Equally, this support will increasingly be delivered by community and voluntary groups because the outcomes are better. We also know that carers are pivotal to this and need to be supported.

Our approach is built on the Strengthening Families model where children are at risk – **taking a holistic look at the needs of the family** rather than just the children.



EARLY HELP & SUPPORT

We will give people the right help at the right time to avoid them needing more intense and expensive support later and so reduce demand on high cost intensive services.

"TO ACHIEVE THESE GOALS REQUIRES THE COUNCIL TO WORK EFFECTIVELY WITH OUR PARTNERS. OUR CHILDREN & FAMILIES PARTNERSHIP WILL DRIVE THIS." Cllr Paul Watling





PUT OUR CHILDREN & YOUNG PEOPLE FIRST



OUR FOCUS IS ON ENSURING THAT CHILDREN AND YOUNG PEOPLE HAVE THE BEST POSSIBLE START IN LIFE TO IMPROVE THEIR LIFE CHANCES AS ADULTS



HEALTHY AND ACTIVE

We want children and young people to have healthy and active lives to ensure good physical and mental health throughout their lives.

We want to tackle excess weight in children and young people to avoid health issues such as diabetes later in life and cut the number of children and young people who start to smoke to reduce heart disease and cancer.



PART OF THE COMMUNITY

We want to support children and young people to maximise their potential through education and training.

We will give children and young people a voice to shape and inform their lives.

We want to encourage our children and young people to play a positive active role in our communities through, for example, volunteering to nurture community cohesion.

It is through the delivery of our other priorities that we will put children & young people first.



"THE DELIVERY OF OUR OTHER PRIORITIES ARE CENTRAL TO PUTTING OUR CHILDREN & YOUNG PEOPLE FIRST."

Cllr Shaun Davies





**PROTECT AND CREATE JOBS AS
A "BUSINESS SUPPORTING,
BUSINESS WINNING COUNCIL"**



WE WANT TO ENSURE THAT LOCAL PEOPLE HAVE A JOB THROUGH A THRIVING LOCAL ECONOMY. THIS WILL IMPROVE PROSPERITY FOR ALL.



'ENTERPRISE TELFORD'

Through this approach we offer a more competitive "investment" offer, better tailored to individual business requirements than our competitor locations. We are attracting more new businesses to come to our borough every year and bring new jobs. We have a national and regional reputation as a place to invest in.



'DESTINATION TELFORD'

This is about developing Telford's offer as a place to invest, visit and live – for example through the development of new infrastructure such as the new bridge connecting the town centre with the railway station. Destination Telford is core to promoting the borough as a tourist destination.



SUPPORTING EXISTING BUSINESS AND PROTECTING LOCAL JOBS

We will support existing businesses in the borough to succeed and expand. Through our 'Pride in your High Streets' initiative, we are giving local businesses the key skills to both survive and thrive in our town centres including Wellington, Newport, Madeley and Ironbridge.

We will continue to work to protect local jobs. For example, we have lobbied Government to retain key business activities in our borough such as HMRC and Cap Gemini. Through our approach we saw the future of MOD Donnington secured.



"WE WILL CONTINUE TO WORK TO IMPROVE THE COMPETITIVENESS OF THE BOROUGH AS PLACE TO DO BUSINESS,"
Cllr Lee Carter



"TOURISM IS A GROWING PART OF OUR ECONOMY, WE ARE WORKING HARD TO PROMOTE THE BOROUGH"
Cllr Rae Evans



IMPROVE LOCAL PEOPLE'S PROSPECTS THROUGH EDUCATION AND SKILLS TRAINING



TO ENSURE THAT ALL RESIDENTS CAN ACCESS THE BENEFITS OF OUR THRIVING AND GROWING ECONOMY, WE NEED TO MAKE SURE THAT THEY HAVE THE RIGHT SKILLS TO MEET THE EVER CHANGING NEEDS OF LOCAL EMPLOYERS.



CHALLENGING AND SUPPORTING SCHOOLS TO PROVIDE THE BEST EDUCATION

We want the borough to be a place where there are first class schools and education facilities. Through the Building Schools for the Future programme all secondary schools have been rebuilt or refurbished. Our goal is that all pupils attend good or outstanding schools.



GOOD ATTAINMENT FOR ALL

School performance in the borough is now amongst the best in the West Midlands. Despite this, there are still challenges. Too often the exam results of pupils from a Pakistani background, children who qualify for the pupil premium and children in care and care leavers are not as good as their peers. Our refocused Children & Families Partnership will drive this improvement.



RIGHT SKILLS AND QUALIFICATIONS

To support investment into the borough and existing businesses to expand, we want local people to have the right skills and level of qualification. We want to see an increase in the number of working people with an NVQ level 3 and 4 qualifications. To support this, we work with key partners, for example Wolverhampton University which has opened a centre at Southwater.

We have invested in our Job Box schemes to ensure local people, and particularly young people, have the skills they need to get a job. Through our "Work Ready Life Ready Programme" we are working to reduce the number of young people not in education, employment or training.



"WE WANT THE BOROUGH TO BE A PLACE WHERE THERE ARE FIRST CLASS SCHOOLS AND EDUCATION FACILITIES."
Cllr Shirley Reynolds



**ENSURE THAT NEIGHBOURHOODS
ARE SAFE, CLEAN AND
WELL MAINTAINED**



PRIDE IN OUR COMMUNITY

The 'Pride in Our Community' initiative is at the heart of our approach to make those improvements in communities and on estates that can make a big difference to everyday life. Over the next three years we will be investing £45m on maintaining and improving our roads, footpaths, street lights, parks and green spaces, as well as funding community projects and initiatives to boost local high streets.



TACKLING CRIME AND REDUCING ANTI-SOCIAL BEHAVIOUR

Through our Community Safety Partnership, we work in partnership with West Mercia Police to ensure that Telford and Wrekin remains a low crime area. Our Public Protection team carries out a lot of unseen work to ensure that local services and facilities are safe. Through our enforcement programme we are working to ensure that nuisances are tackled and houses in multiple occupation are better managed – with a particular focus on fly tipping and environmental crime.



A CLEAN BOROUGH

We work in partnership with TWS and Veolia and also with many Town and Parish Councils and the Parish Environmental Teams to ensure that our streets, parks and public spaces are clean and tidy and that we have first class waste collection and recycling services.



KEEPING TRAFFIC MOVING

Each year we invest in a major programme to repair and maintain our roads and pavements. We have also secured significant amounts of Government funding to improve many roads, roundabouts and junctions so that congestion caused by more cars using our roads in the future can be reduced or avoided.



**"WE ARE WORKING
HARD TO HELP KEEP
OUR ROADS IN GOOD
CONDITION."
Cllr Angela Mclements**



**"THROUGH OUR
ENFORCEMENT
PROGRAMME WE ARE
WORKING TO TACKLE
NUISANCES "
Cllr Shaun Davies**



WE WANT THE BOROUGH TO BE A PLACE WHERE ALL COMMUNITIES ARE SUPPORTED TO TAKE OWNERSHIP OF THE CHALLENGES THEY FACE.



STRONG & RESILIENT COMMUNITIES

The borough has 15 neighbourhoods that are amongst the 10% most deprived communities in England. This means that the residents face real challenges around money, employment, health and housing. We want all communities to be strong and resilient and where they are supported to take ownership of the challenges they face.



ACCESS TO GOOD QUALITY, SUITABLE AND AFFORDABLE HOUSING

We continue to work to tackle and reduce homelessness through early support and intervention. An important way to address housing need is to ensure a supply of suitable housing in the borough by:

- Tackling empty properties and bringing them back into use - the Council has worked hard through 2016/17 to tackle empty properties through a support package and loan facility in place.
- Working to improve the quality of private housing sector:
 - Established and launched a Landlord Accreditation Scheme to support and set minimum standards for private landlords and launched "Telford Home finders" a web based lettings agency for accredited landlords.
 - Investing through the wholly Council owned company NuPlace in the borough's housing stock for rent.
 - Ensuring through 'good planning' that there is affordable housing.
 - Using our enforcement powers to prosecute landlords that break the law by providing sub-standard and unsafe housing.



"COMMUNITIES KNOW BEST WHAT THEIR CHALLENGES ARE AND THE IDEAS AND ACTIONS TO CHANGE THEM. IT IS THE COUNCIL'S ROLE TO SUPPORT THEM TO DO THIS."

Cllr Richard Overton

SUPPORT NEIGHBOURHOODS MOST IN NEED AND WORK TO ENSURE THAT LOCAL PEOPLE HAVE ACCESS TO SUITABLE HOUSING



WE WORK TO ENABLE PEOPLE IN TELFORD & WREKIN TO ENJOY HEALTHIER, HAPPIER AND LONGER LIVES.



BETTER JOINED-UP HEALTH AND CARE SERVICES

We want to be a place where there are excellent and accessible hospital and GP services – we are working with many GP practices and health services to provide more joined-up health and care services that better meet people’s needs and ensure there is support in the community to help people to stay healthy. We are also doing all we can to retain full Accident & Emergency services at the Princess Royal Hospital as well as the Women’s and Children’s Centre.



PROMOTING AND ENABLING HEALTHY LIFESTYLES

We will support communities to improve their health and well-being particularly by reducing:

- Smoking
- Excess weight
- Drug and alcohol misuse

We will also encourage participation in leisure, cultural and recreational activities. The borough’s leisure and recreational facilities are second to none – including Aspirational Gyms, Oakengates Theatre and Telford Town Park – all with their exciting annual programme of events.



50 TELFORD@50 EVENTS

The 50th birthday of Telford is a fantastic opportunity for people to come together, celebrate and show the pride that we have in our fantastic community. This will include festivals, carnivals, events and other activities that people can join in.



“WE WILL ENCOURAGE PARTICIPATION IN LEISURE, CULTURAL AND RECREATIONAL ACTIVITIES.”
Cllr Arnold England



“THE BOROUGH HAS LEISURE AND RECREATIONAL FACILITIES SECOND TO NONE” Cllr John Minor

IMPROVE THE HEALTH & WELLBEING OF OUR COMMUNITIES AND ADDRESS HEALTH INEQUALITIES



"BEING THE CHANGE"

Our strategy for the organisation

What sets Telford & Wrekin Council apart from many other local authorities has been our positive strategy, can-do attitude and strong vision of what we can be. We don't just talk about change and transformation, we do it and we deliver.

Despite the savings the Council has made we still have significant resources to make a real, positive difference to the community and local businesses as articulated through our priorities.

The Council is a large and complex organisation going through a sustained period of change and facing significant financial changes. To manage this, we have a clear strategy to take the organisation forward called "Being the Change". This has four themes which set out how we will work and how we will deliver the Council's priorities.

Our 'Being the change' themes



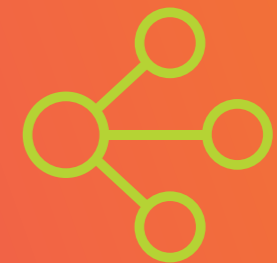
1. Solving problems and promoting social responsibility to reduce demand for services.



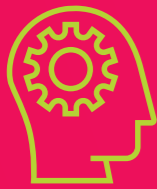
2. Challenging and changing the way we do things.



3. Reducing our dependency on Government grants.

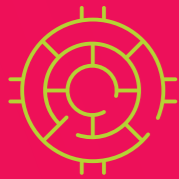


4. Being a modern organisation where we always get the basics right.



Solving problems and promoting social responsibility

The Council can no longer afford to, nor is it right, that the Council fixes every families or community challenge. It is the role of the Council to work with and support families and communities to stop these needs in the first place and so reduce demand on our services.



Challenging & changing, reviewing and reimagining how we do things

Despite the savings we have had to make, we have worked hard to avoid simply cutting services to balance the books – this would be the easy thing to do. We have had to be creative to find new ways to deliver services and ensure that our services are as efficient as possible. For example, working with Town & Parish Councils, community groups and organisations to deliver libraries, community centres, markets, children centres and youth services. This has delivered a saving of over £1m over 3 years.



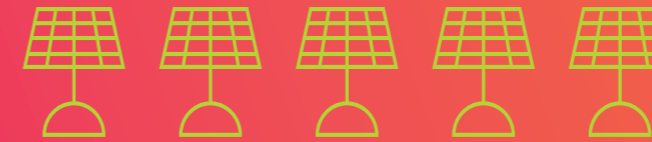
Reducing our dependency on Government grants

This is an essential part of our financial strategy to increase and maximise income into the Council from sources other than Government grants.



SOLAR FARM £4.4m PROFIT

over the next 20 years



NEW HOMES FOR RENT

ENERGY PRICE COMPARISON SITE

£7k pa

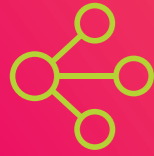
Energy support service
Targeted Advice & Support
for those in fuel poverty

SECURING EXTERNAL FUNDING



£18.79m

through the Marches Local
Enterprise Partnership Local
Growth Fund



Being a modern organisation with modern practices and where we always get the basics right:



Employees - The Council has hard working and dedicated employees committed to the values of service and making a difference to the community. Our workforce strategy sets out how we will work to continually support the employees to ensure that they have the right skills and knowledge to deliver services.



Technology - Investing in ICT to keep our systems up to date is an essential part of "Being the Change". We have doubled ICT's capital programme from £1m to £2m pa 2017/18 to 2019/20 to drive efficiencies and savings as well as ensuring that the ICT network is robust.



Customer focus - Improving the customer journey and outcomes by driving a digital transformation including the enablement of "self-serve" at the customers convenience through "My Telford".



Performance - Our Performance Framework tracks the progress we are making delivering our priorities. This is an essential part of our approach to evidence based decision making and will be underpinned by improving data quality.



Financial Management - Our Service & Financial Strategy sets out how we will use our money to deliver our priorities and value for money including where we will invest more to deliver our priorities, but also where we are still required to make savings and deliver efficiencies.

TELFORD AND WREKIN KEY FACTS

THE COUNCIL

The Council has a net revenue budget of circa £123m for 2018/19. Over the same period, the Council is expected to make savings of some £12.7m to meet increasing costs and demands in key services. This in addition to £110m savings made since 2010.

The Council employs some 2,700 people – a reduction of 1,532 since April 2010

THE BOROUGH



Population

The borough has a population of some 175,000 people. It is expected to rise to over 200,000 in the next 15 years. As the population grows it continues to become more diverse. Some 10% of the population are from a BME background.

The population of the borough is younger than the national position. This is changing as the 65+ age group is currently the fastest growing group.



Health

The health of the population continues to improve. Male life expectancy has increased over the last decade (78.4 years) and female has too (82.0). However both remain below the national rates (79.5 and 83.1 respectively).



Housing

There are some 73,000 homes in the borough and this is forecast to grow at around 1,000 net new homes annually for the next 15 years as set out in our Local Plan.

The number of homes rented from private landlords grew significantly between 2001 and 2011 and is forecast to continue to rise.

The mean (average) selling price of a house in the borough in July 2017 was £156,411, below the regional (£189,077) and national (£243,220) averages.



Economy

In 2016, there were an estimated 86,300 jobs in the borough. This is an increase of 3.6% from 83,300 the previous year. Manufacturing remains the largest single sector (15.1% of jobs)

There were 6,250 business 'units' in VAT or PAYE-based enterprises in the borough in 2017, a rise of 185 (3.1 per cent) from 6,065 in 2016. Professional, Scientific & Technical, Retail, Construction and Business Administration & Support Services industries represent 40 per cent of all registered 'units'.



Deprivation

15 of 108 neighbourhood areas are ranked among the 10% nationally most deprived. Primarily focussed in South Telford: Woodside x4, Malinslee & Dawley Bank x3, Madeley & Sutton Hill x2, Brookside x2, Hadley & Leegomery, Dawley & Aqueduct and College. 27% of the population live in areas which are amongst the 20% most deprived areas nationally.



Co-operative Council Delivery Team

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**TOGETHER
EVERYONE
ACHIEVES
MORE**

