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Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date **Thursday, 8 October 2020** Time **10.00 am**
Venue **Remote Meeting**

Enquiries Regarding this Agenda

Democratic Services	Stacey Worthington	01952 384382
Media Enquiries	Corporate Communications	01952 382406
Lead Officer	David Sidaway, Chief Executive	01952 380130

Cabinet Members:

Councillor S Davies	Leader
Councillor R A Overton	Deputy Leader and Cabinet Member for Enforcement, Community Safety and Customer Services
Councillor A J Burford	Cabinet Member for Health & Social Care
Councillor E M Callear	Cabinet Member for Leisure, Libraries and Culture
Councillor L D Carter	Cabinet Member for Neighbourhood, Commercial Services and Regeneration
Councillor R C Evans	Cabinet Member for Council Finance and Governance
Councillor C Healy	Cabinet Member for Visitor Economy, Historic & Natural Environment and Climate Change
Councillor S A W Reynolds	Cabinet Member for Children, Young People, Education and Lifelong Learning
Councillor P Watling	Cabinet Member for Cooperative Communities, Engagement and Partnerships
Councillor D Wright	Cabinet Member for Economy, Housing, Transport and Infrastructure

Invitees:

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrats

AGENDA

Key 5. **Council Plan**

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FILMING, RECORDING & PHOTOGRAPHY

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

There is no requirement to notify the Council in advance, but it should be noted that the Chairman of the meeting will have absolute discretion to terminate or suspend any of these activities if, in their opinion, continuing to do so would prejudice proceedings at the meeting. Full details of the Council's protocol on audio/visual recording and photography at meetings can be accessed via the following link:

http://www.telford.gov.uk/info/20243/council_meetings/365/filming_photography_recording_and_use_of_social_networking_at_meetings

**TELFORD & WREKIN COUNCIL
 CABINET - 8TH OCTOBER 2020
 COUNCIL - 26TH NOVEMBER 2020
 PROTECT CARE AND INVEST TO CREATE A BETTER BOROUGH: A
 NEW COUNCIL PLAN
 REPORT OF DAVID SIDAWAY - CHIEF EXECUTIVE
 LEAD CABINET MEMBER - CLLR SHAUN DAVIES - LEADER OF THE
 COUNCIL**

PART A) - SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

1.1. This report presents a new Council Plan to drive delivery of the Council's vision to "***protect care and invest to create a better borough***".

2. RECOMMENDATIONS

It is recommended that Cabinet approves the new Council Plan "*Protect Care & Invest to Create a Better Borough 2020 and onwards*"

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	<i>Do these proposals contribute to specific Co-Operative Council priority objective(s)?</i>	
	Yes	<i>Yes – the Plan presents a revised set of priorities for the organisation</i>
	<i>Will the proposals impact on specific groups of people?</i>	
	Yes	<i>The impact will be borough-wide</i>
TARGET COMPLETION/DELIVERY DATE	<i>The Plan sets out a medium term strategy for the Council.</i>	
FINANCIAL/VALUE FOR MONEY IMPACT	Yes/No	<i>This must be decided by an officer from Finance. If yes, briefly summarise any impact(s) – financial impact must be completed by an officer from Finance</i>
LEGAL ISSUES	Yes/No	<i>The Council Plan sets the strategic priorities of the organisation and forms part of the Council's policy framework. It also impacts upon the Council's budget framework. In accordance with the Council's Constitution, full Council will need to endorse the plan. Proposals that are brought forward to achieve the strategic priorities contained in the Council Plan will remain subject to appropriate approval as required by the Council's Constitution. AL 30/09/2020</i>

OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes/No	<i>If yes, briefly list any other significant impacts, risks & opportunities- see separate guidance note for areas to consider</i>
IMPACT ON SPECIFIC WARDS	No	<i>Borough-wide impact</i>

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

4.1. In July 2019, the Council adopted a new Council Plan which identified a new vision for the organisation to “**protect care and invest to create a better borough**”. To drive delivery of the vision, the plan set out a series of commitments that the Council would deliver. As 90% of these commitments have now been delivered, there was an opportunity to review and revise the Council Plan.

4.2. Delivery of the 2019 commitments has seen:

- Investment of £80m per year to protect the most vulnerable adults and children in the community. This investment has seen the Council secure OFSTED “outstanding” for our safeguarding children services and CQC “outstanding” for our Shared Lives adult social care services.
- Invested £50m in our roads and footpaths to keep the borough moving and has resulting in our retaining top three satisfaction rate for highways and transportation in England.
- Retained the lowest Council tax rate in the Midlands.
- Working to address health inequalities which has seen the largest increase in adult activity rates in England.
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4.3. The updated Council Plan is presented at **Appendix 1**. Through the review of the Plan, a new set of priorities to drive delivery of the vision have been identified and are articulated as outcomes so as to better reflect the Council’s ambition and aspirations for the borough. Whilst the Council will have an immediate focus on driving and supporting recovery from the impacts of Covid-19, this Plan and the priorities have a medium term focus looking beyond this. The proposed new priorities set out in the Plan are:

- ***Every child, young person and adult lives well in their community***
- ***Everyone benefits from a thriving economy***
- ***All neighbourhoods are a great place to live***
- ***Our natural environment is protected, and the Council has a leading role in addressing the climate emergency***

- 4.4. Through these priorities, the Council will focus on addressing the inequalities that exist within the borough. There are communities within the borough that face significant challenges with some neighbourhoods that have nationally significant levels of social disadvantage. The impact of this is that there are inequalities between neighbourhoods in life expectancy, health, employment and skills, quality of housing and experience of crime and anti-social behaviour.
- 4.5. These differences have been amplified by Covid-19 which has had significant impact on the local economy and employment levels, particularly in the retail sector and manufacturing sector automotive supply chain. The number of people unemployed in the borough has risen too.
- 4.6. To deliver better outcomes for everyone and address these inequalities, we need to, further to recovery, maintain and sustain the progress we have made growing and strengthening our economy whilst ensuring that additional focus is applied to those issues which negatively impact on the potential of some of our communities to tackle social disadvantage and enhancing the resilience and prosperity of our communities.
- 4.7. As a Cooperative Council, it is recognised that the people in our communities are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues, but it is also recognised that, at times, they may require support from the Council and other partners.
- 4.8. It will be the core focus of the Council to drive delivery of these priorities. This will only be achieved by the Council using its resources efficiently and effectively, and by working in partnership, with communities, partners and stakeholders. To enable the Council to drive and steer its approach to how it continues to develop its workforce, ICT systems and data, use its financial resources appropriate and to ensure good governance and decision-making informed by the views of local residents, the Plan also includes a priority for the organisation:
- ***A community-focussed, innovative council providing efficient, effective and quality services***
- 4.9. To kick-start delivery of the new Council Plan the following work has also been completed:
- Each Director's Service Strategy has been updated to ensure that it is aligned to the new priorities – these Strategies set out what each service area will deliver over the next 3 years and the key outcomes they expect to achieve.
 - The corporate performance framework has been reviewed to align it to the priorities and objectives in the Council Plan. Through this, the Council will better understand the progress that is being made towards

delivering the outcomes contained in each of the service strategies.
This framework will be reported to Cabinet twice each year.

5. PREVIOUS MINUTES

None

6. BACKGROUND PAPERS

None

**Report prepared by Jon Power, Organisation Delivery & Development
Manager, Telephone: 01952 380141**

Our programme
**to protect,
care and invest to
create a better borough**

Council Plan 2020 - onwards



A place where great things happen

Introduction

Welcome to Telford & Wrekin Council

In July 2019, the Council adopted a new vision for the organisation to **“protect, care and invest to create a better borough”** together with a series of commitments to deliver that vision. This built on a strong track record of delivering investment and to make the borough a better place to live. Including:

- Improving educational attainment
- Attracting and securing jobs
- Ensuring that every resident has a decent place to live
- Investing £50m in roads and streets

We have now delivered over 90% of our commitments, despite the ongoing financial challenges that we face as a result of government cuts. We have delivered around £125m of savings and the Government is yet to confirm how local authorities will be funded in the future.

Much of 2020 has seen the Council responding to the flooding of the Ironbridge Gorge and then the Covid-19 pandemic. We are extremely proud of how the borough has come together in response to these two challenges and worked successfully to protect the most vulnerable in our communities. This includes individual volunteers, community and voluntary groups, Town and Parish Council and our partners including the NHS, Police and schools.

Whilst we continue to respond to the challenges of the pandemic and plan for recovery, it is essential that the Council takes a medium-term view of what we will deliver to create a better borough. In this Plan, we have identified five new priorities to deliver our vision. These state our ambition and aspirations for the borough and the outcomes that we want to achieve.

At the heart of this is the need to address the significant inequalities that still exist in the borough. We must ensure that everyone, no matter what their background and circumstances, benefits from a strong economy, can fulfil their potential and live well, in a good, safe home. As a Co-operative Council, our approach will be informed by the views and voices of our residents, communities and partners. These must shape and influence what we do and how we do it if we are to continue to create a better borough.



Cllr Shaun Davies
Council Leader



David Sidaway
Chief Executive

TELFORD AND WREKIN - THE BOROUGH

Population

 **179,000**

Population to grow to **198,000 by 2030**

Skills & Education

 People with 

NVQ level 4
increased to **29.8%**

Economy

GVA per capita
higher

than West Midlands average

 **Housing** 

1000+ net new builds

for each of the past 3 years

 **Employment** 

16.5%
manufacturing

Challenges

18 neighbourhoods
ranked among the
10% most deprived
nationally for health, skills,
employment and housing.

 **Health** 

Physically Active Adults
increased in 2018/19 to
68.5%
from 55.4% in 2016/17

Tourism

 **4.5 million**
visitors 

£800m
Economic benefit

 **Transport** 

3rd best
unitary authority
for 'overall satisfaction with
highways and transportation'

TELFORD & WREKIN - THE COUNCIL

Unitary Council
Created
1998

We have
54 Councillors
30 Wards

Labour 34
Conservative 13
Liberal Democrats 4
Independent 1
Vacant seat 2

The last full Council
election was in May
2019 with the next
election due in 2023

We function with a
Strong
leader model
supported by
9 Cabinet Members

Workforce
the Council has a
workforce of
2000 FTE
employees

Net revenue
budget
of
£121.4m
and our gross
budget is £408m

Council tax
Lowest in the Midlands
£1,353
band D property

Capital
programme
of
£234m



Outstanding OFSTED Award

Making the Borough a Better Place to live...

Generated £7.7m income
from our Property Investment Portfolio to reinvest in front-line services

Telford Land Deal
Delivered **617 new homes** and **1114 new jobs**

Protected from development
200 greenspaces
16 nature reserves

Supported more than **1900 volunteers** to make a difference in their communities

Built 329 homes through our wholly-owned housing company **NuPlace**

Telford Town Park
voted Best Park in the West Midlands

Invested **£50m to improve roads and streets** through our Pride in our Community programme

Delivered £123m savings our Council Tax is the lowest in the Midlands

First Council in the West Midlands to be judged **Outstanding** for Children's Services

Adult Social Care
Shared Lives service judged outstanding

Our Plan

We have made many great strides to improve our services and outcomes for local people, whilst managing continued financial pressures. Since 2010 we have delivered budget savings of £123 million largely as a result of funding reductions from Government whilst experiencing significant increase in demand on our services.

Despite these challenges, we have continued to deliver for our community:

- Protected the most vulnerable through “outstanding” children safeguarding services and adult Shared Lives Services
- Attracted and secured investment to create jobs
- Delivered 1000+ new homes each year

We recognise that not all of our communities have benefitted equally from the progress that has been made. There are communities within the borough that face significant challenges with some neighbourhoods that have nationally significant levels of social disadvantage. The impact of this is that there are inequalities between neighbourhoods in life expectancy, health, employment and skills, quality of housing and experience of crime and anti-social behaviour.

These differences have been amplified by Covid-19 which has had significant impact on the local economy and employment levels, particularly in the retail sector and manufacturing sector automotive supply chain. The number of people unemployed in the borough has risen too. As the Covid-19 pandemic continues, we will continue to work with and provide support to our communities and businesses, whilst developing and implementing our plans to drive recovery.

To deliver better outcomes for everyone and address these inequalities, we need to maintain and sustain the progress we have made growing and strengthening our economy whilst ensuring that additional focus is applied to those issues which negatively impact on

the potential of some of our communities to tackle social disadvantage and enhancing the resilience and prosperity of our communities.

We want to ensure that everyone in the borough has the same life chances, irrespective of their background.

As a Cooperative Council we recognise that the people in our communities are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues, but we also recognise that, at times, they may require support from the Council and other partners.

Our Council Plan sets out how your Council will operate and what we will focus on delivering. At the heart of this is our vision to “**protect, care & invest to create a better borough**” which we will deliver through four priorities:

- Every child, young person and adult lives well in their community
- Everyone benefits from a thriving economy
- All neighbourhoods are a great place to live
- Our natural environment is protected, and the Council has a leading role in addressing the climate emergency

It will be the core focus of the Council to drive delivery of these priorities. This will only be achieved by the Council using its resources efficiently and effectively, and by working in partnership, with communities, partners and stakeholders. We have adopted a priority for the organisation to enable us to drive and steer our approach:

- A community-focussed, innovative council providing efficient, effective and quality services

Our Council Plan sets out what we will focus on delivering against each priority and our performance framework will enable us to understand the impact and difference we are having and identify where we need to do things differently. This framework will shape the focus of all of our services and we will review our Council Plan each year to ensure that our focus is improving outcomes and creating a better borough.

As important as what we are going to do is how we are going to do it. Our co-operative values provide the framework for how we will work. They set out the basis for the Council’s relationship, or “deal”, with residents, a commitment for what the Council will do but also that we are asking our residents to accept and act on their own responsibilities.

Openness and Honesty

- **we will** - be open and honest in the way we work and make decisions and communicate in a clear, simple and timely way
- **we would like everyone** - to be open and honest about what they want to improve in their community



One of our ‘green guarantee’ sites

Ownership

- **we will** - be accountable for our own actions and empower others with the skills to help themselves
- **we would like everyone** - to the best of their abilities, to take action and responsibility for themselves and their community

Fairness and Respect

- **we will** - respond to people’s needs in a fair and consistent way
- **we would like everyone** - to respect and care for themselves and others, valuing the different ideas and skills that people bring and treating each other as equals

Involvement

- **we will** - work together with our communities, involving people in decisions that affect their lives and be prepared to listen and take on new ideas
- **we would like everyone** - to work with and support others, get involved and share their views to help us develop the way we do things



Business growth



Protecting our communities



Community events



Reducing health inequalities

Delivering Our Vision to Protect, Care and Invest to create a better Borough through Priorities

Every child, young person and adult lives well in their community

We want everyone in the borough to fulfil their potential, to be the best they can be. To do this it is essential that children and young people get the best possible start to life, that they receive a “good” or outstanding” education, that they learn how to stay healthy and well, and that as adults they can access lifelong learning to develop their skills. We know that everyone, whether child or adult, thrives best when they live in a community with family, friends and networks of support. The Council and our partners will work to this goal where it best meets the interest of the person. Our other four priorities will support the delivery of this priority.

Key outcomes we will work towards:

- children and young people are as prepared as possible for independent, successful adulthood
- children live in safe and supportive families wherever it is safe to do so
- pregnancy and birth outcomes for women, their babies and families are good for everyone
- everyone receives the quality education and training they need to secure and maintain employment in an ever changing job market
- every learner feels safe in a setting appropriate to their needs
- people help themselves through the provision of early information and advice
- where it is safe to do so, people support people to live independently
- people are safe and live a life free from abuse
- everyone is as healthy as possible and health inequalities have reduced
- incidents, outbreaks, and emergencies are dealt with effectively

Everyone benefits from a thriving economy

The borough has an outstanding track record of attracting and securing investment to create jobs. Whilst Covid-19 has brought challenges, our focus will be to attract investment, drive innovation and support businesses whilst they recover from these challenges and enable the economy to continue to grow. This is essential if we want an economy that everyone can benefit from which will enable inequalities across our communities to be addressed.

Key outcomes we will work towards:

- jobs are created and protected through growth and investment
- business resilience and productivity is increased through entrepreneurship and innovation
- all age unemployment is addressed by connecting residents to jobs, support and training
- the leisure and business visitor economy recovers and grows

All neighbourhoods are a great place to live

We want all our neighbourhoods to be safe and inclusive for everyone, including the young and the old. We want neighbourhoods to thrive and be places where people want to live. We want people to feel pride in, and ownership of, their communities and to feel as though they belong whatever their background. We want our communities to be well connected and for everyone to have access to good, affordable housing.



Southwater aerial view



Telford@ 50 Volunteers



Telford Town Park

Key outcomes we will work towards:

- community groups and volunteers become more active in the community
- equality and positive relationships have been advanced by providing opportunities for people to connect and work together
- ownership and pride in our neighbourhoods has been enhanced by protecting our communities
- the borough is kept moving and well connected through sound investment
- sustainable travel walking and cycle routes are improved
- good quality, sustainable, housing is accessible for all
- pride of place is enhanced through cultural and community events
- financially vulnerable residents are protected and inequality has been reduced through our welfare policies

The natural environment is protected, and the Council is taking a leading role in tackling the climate emergency

In October 2019, the Council recognised the climate emergency by committing to make the operation of the Council and the borough carbon neutral by 2030. We are committed to protecting our heritage and habitats too, protecting biodiversity both in the way in which the Council delivers its services but also through local planning policy.

Key outcomes we will work towards:

- our heritage is protected and championed
- habitats and wildlife are protected and enhanced

- the Council and borough is carbon neutral by 2030
- communities are resilient to the impact of climate change

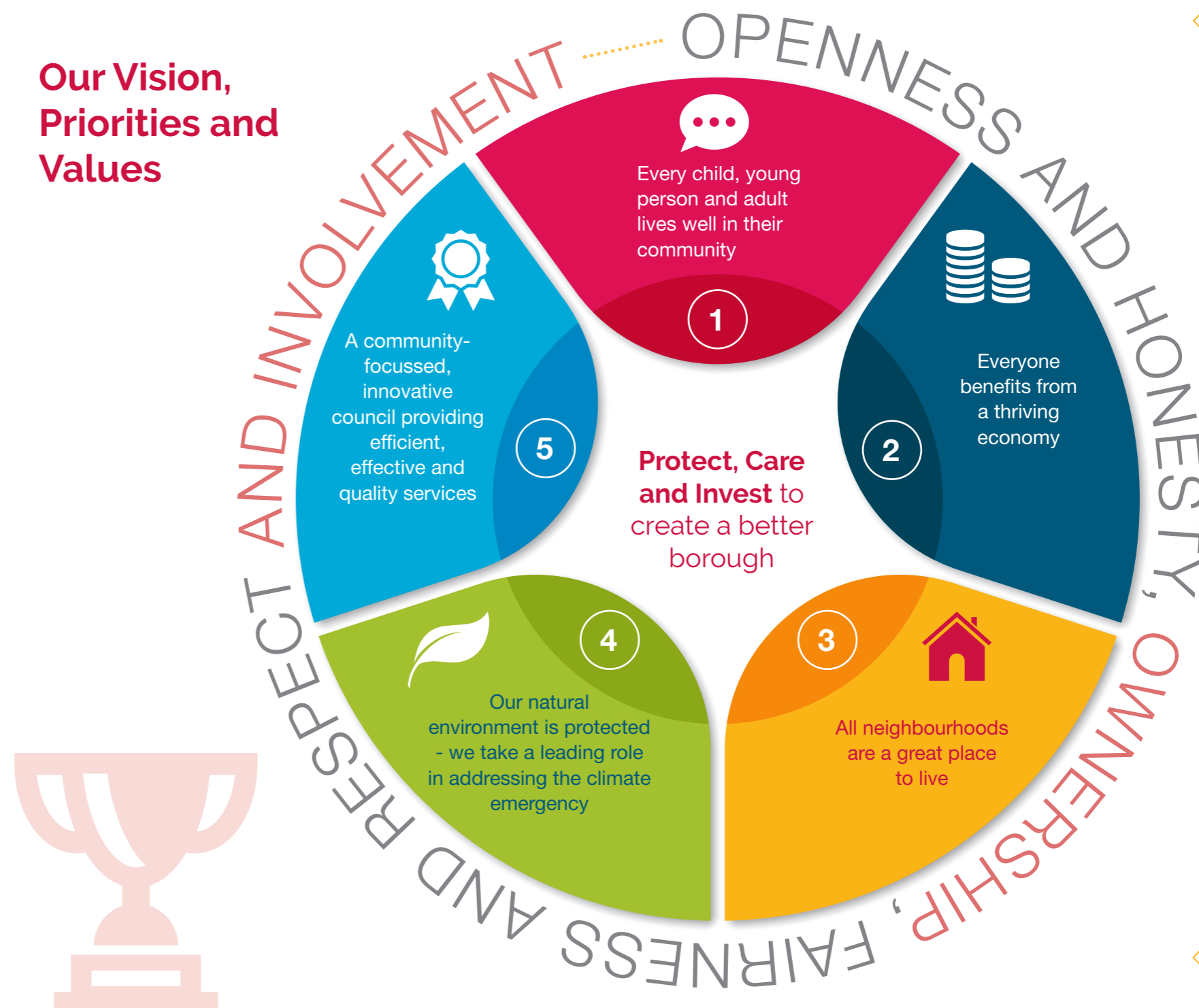
A community-focussed, innovative council providing efficient, effective and quality services

To deliver our community priorities, we will maximise the use of our resources, ensuring that we work efficiently and effectively together as one system, one organisation. We will continue to develop and support our workforce, our ICT systems and data, and our financial resources. Our decisions about how we do this will be informed by robust engagement and consultation with communities, businesses, partners and stakeholders.

Key outcomes we will work towards:

- local people and organisations are consulted and involved in the development of services
- all communities are engaged in local democracy
- the Council is recognised as an employer of choice with a workforce that is empowered, skilled, diverse and responsive and is proud to work for the Council
- our customer experience is the best possible and facilities are accessible to all
- our ICT infrastructure is secure, reliable and resilient
- continue to deliver a balanced budget
- continue to use income from commercial activities to contribute to financial sustainability
- governance and decision making is transparent and evidence-led

Our Vision, Priorities and Values



Organisational Delivery & Development

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