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Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Borough of Telford and Wrekin

Cabinet

Tuesday 6 January 2026

5.00 pm

Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

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Cabinet Members:

Councillor L D Carter **Leader of the Council**

Councillor R A Overton **Deputy Leader and Cabinet Member: Highways, Housing & Enforcement**

Councillor P Davis **Cabinet Member: Communities & Civic Pride**

Councillor Z Hannington **Cabinet Member: Finance, Governance & Customer Services**

Councillor C Healy **Cabinet Member: Neighbourhoods, Planning & Sustainability**

Councillor A D McClements **Cabinet Member: Leisure, Tourism, Culture & The Arts**

Councillor K Middleton **Cabinet Member: Public Health & Healthier Communities**

Councillor O Vickers **Cabinet Member: The Economy & Transport**

Councillor S A W Reynolds Cabinet Member: Children & Young People, Learning, Employment & Skills

Councillor P Watling Cabinet Member: Adult Social Care & Health

Invitees

Councillor A J Eade Conservative

Councillor W L Tomlinson Liberal Democrat

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Agenda Item 3

CABINET

Minutes of a meeting of the Cabinet held on Thursday 4 December 2025 at 10.00 am in the Council Chamber, Third Floor, Southwater One, Telford, TF3 4JG

PUBLISHED ON WEDNESDAY 10 DECEMBER 2025

(DEADLINE FOR CALL-IN: MONDAY 15 DECEMBER 2025)

Present: Councillors L D Carter (Leader of the Council), R A Overton (Deputy Leader and Cabinet Member for Highways, Housing & Enforcement) (Vice Chair), P Davis (Cabinet Member for Communities & Civic Pride), Z Hannington (Cabinet Member for Finance, Governance & Customer Services), C Healy (Cabinet Member for Neighbourhoods, Planning & Sustainability), A D McClements (Cabinet Member for Leisure, Tourism, Culture & The Arts), S A W Reynolds (Cabinet Member for Children & Young People, Learning, Employment & Skills) and O Vickers (Cabinet Member for The Economy & Transport).

Also Present: Cllr A J Eade (Conservative Group Leader) and Cllr W L Tomlinson (Liberal Democrats Group Leader).

Apologies for Absence: Councillor P Watling (Cabinet Member for Adult Social Care & Health).

CAB-28 Apologies for Absence

Apologies for absence were received on behalf of Councillor P Watling, Cabinet Member for Adult Social Care and Health. The Leader extended the Cabinet's good wishes to Councillor Watling and wished him a speedy recovery.

CAB-29 Declarations of Interest

None.

CAB-30 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting held on 6 November 2025 be confirmed as a correct record and signed by the Chair.

CAB-31 Leader's Announcements

(i) Telford Day 2025

The Leader extended his thanks to everyone who had been involved in Telford Day last week, which, he said, was the start of a whole period of celebrations here in Southwater that were not just about celebrations to bring

the community together but also driving footfall into the town centre here and supporting local businesses.

He said that the focus last week had been about Telford Day and it had been a wonderful event, from start to finish and had included the raising of the Telford flag, which had been designed by a local, nine-year-old girl from Randlay.

The Leader thanked those from outside of the Council, which included Telford Live and Telford Memories Group, and to Paul Shuttleworth, who had been fantastic in terms of helping get the event off the ground.

(ii) Funding from Central Government

The Leader announced that, in the next week or so, the Council would learn the level of funding it would receive from the Government for 2026-27. He said he had travelled with a delegation to London to meet ministers and talk about fairer funding for local authorities. He said that 14 years of cuts had seen £180m cut from services in Telford and Wrekin over this time.

The Leader said it had been refreshing to hear not only the MP for Telford but also ministers from the Government recognise the fact that local government had been taken to the edge in terms of its funding. He said he had seen some positivity last year in terms of the settlement awarded and hoped with a new formula that had been announced, this would work out well for Telford and Wrekin to address some of those challenges that had arisen after 14 years of austerity.

CAB-32 Housing Strategy 2025-2030

Cabinet considered a joint report by Councillor Richard Overton, Deputy Leader and Cabinet Member for Housing, Highways and Enforcement and Councillor Carolyn Healy, Cabinet Member for Neighbourhoods, Planning and Sustainability, which provided an update on the response to the consultation on the draft Housing Strategy 2025 to 2030 and proposed the final Housing Strategy 2025 to 2030 for adoption.

Councillor Overton said he was pleased to present the Housing Strategy 2025 to 2030, which set out the Council's vision for housing in Telford and Wrekin.

He said the Strategy was the result of extensive engagement with residents, partners and stakeholders and he wanted to begin by highlighting the importance of that engagement in shaping the Council's final approach.

Councillor Overton said that over a 12-week consultation period, the Council had reached out through multiple channels, social media and direct invitations to over 100 stakeholders; and face-to-face events, with more than 70 internal and external partners. He said the Council had also engaged directly with lived experience boards, which included the Health and Well-being Board, Ageing Well partnership, the Making it Real Board, care leavers and Town

and Parish Councils. He added that officers had attended Town and Parish Council coffee mornings and meetings to speak directly to residents about the key themes and objectives.

Councillor Overton said that the three strategic priorities identified were:

- (i) Making the best use of the Council's existing homes

Residents had told the Council that improving the quality and availability of existing housing was just as important as building new homes and that this priority focused on raising standards, tackling empty properties and ensuring the Council's current stock met the needs of all residents, including the most vulnerable.

- (ii) Supporting safe, clean, green, healthy and connected communities.

Feedback had highlighted the importance of neighbourhoods that were safe, well-maintained and environmentally sustainable and that this priority committed the Council to invest in infrastructure, green spaces and community facilities while addressing issues such as antisocial behaviour and climate resilience.

- (iii) Providing homes to support and empower the most vulnerable people.

There had been strong feedback on the need for more supported and specialist accommodation, particularly for adults and young people with disabilities, care leavers and those at risk of homelessness and that this priority ensured inclusivity and continued partnership working to deliver homes and support for those who needed it most.

These priorities were chosen because they reflected the core themes raised on engagement, fairness, inclusion and practical solutions to address both immediate and long-term housing challenges.

He went on to say that a key topic raised during engagement was the impact of houses of multiple occupation (HMOs) and that many residents had expressed concerns about the concentration and management of HMOs, linking them to issues such as antisocial behaviour, overcrowding and pressure on local services.

In summary, Councillor Overton said that this housing strategy was a product of genuine partnership with the borough's community, which set out clear evidence-based priorities that would guide the Council's work over the next five years.

Councillor Overton expressed his thanks to everyone who had contributed to the engagement process and to the Council's officers for all their hard work in reaching out and making sure people's views had been fed into this report. He said he looked forward to working together to deliver on these shared ambitions.

Members made a number of comments, which included:

- Everyone needed a safe and a good quality home to live in and, as a local council, members had that key role in shaping the borough and ensuring that the housing in it met the needs of its population.
- Following the consultation, there was overwhelming support for the housing strategy with the top three priorities above being those voiced by the borough's residents, partners and stakeholders.
- NuPlace, the Council's wholly-owned company providing open market rental houses, now worked in conjunction with Telford and Wrekin Homes, to provide rented accommodation that gave security of tenure and created homes that were more sustainable with high levels of insulation.
- The Strategy was not just about building for building's sake but about meeting the housing need within the Borough.

RESOLVED, that:

- (a) The outcome and response to the consultation process in relation to the draft Housing Strategy 2025 to 2030, be noted; and**
- (b) The final version of the Housing Strategy 2025 to 2030, as set out in Appendix 1 to the report, be approved.**

CAB-33 Housing Management Board Update

Councillor Richard Overton, Deputy Leader and Cabinet Member for Highways, Housing and Enforcement, presented a report, which provided an update on the work carried out since the formation of the Housing Management Board (HMB) to ensure that the management of properties owned by the Council under its Registered Provider status (RP), was responsive, consistent and supported a positive tenancy and accorded with the requirements of the Regulator of Social Housing.

The HMB also considered and advised on other aspects of the Council's role as a Local Housing Authority (LHA), for example, development of policy and strategy where these did not form key decisions and/or ahead of these coming forward to Cabinet for consideration and decisions.

The update highlighted the progress of achievements of the Council's housing service over the past year, as well as its ongoing commitment to providing high quality responsive and inclusive housing for the residents of Telford and Wrekin. The HMB had been established to ensure robust oversight of the Council's responsibilities both as an RP and as LHA. Councillor Overton said the Council's aim was to deliver consistent, high quality housing management with a particular focus on supporting the borough's most vulnerable residents.

Since becoming an RP in 2020, the Council's housing portfolio had grown to 230 properties, which included both owned and leased homes. He said these properties were primarily used to meet homelessness needs and provided specialist accommodation for adults and young people with complex needs. He added that this targeted approach ensured the Council was addressing the most pressing housing challenges in the community.

The report indicated that the Council's tenant satisfaction rate stood at 82%, which was significantly above the national average of 71.8%. Council's tenants felt safe in their homes and the Council's repairs service was performing strongly with 96% of emergency repairs completed on time. These results, he said, reflected the Council's commitment to putting tenants at the heart of its service.

The report showed that, through improved nomination processes and close partnership working with local housing providers, the Council had successfully placed 417 families into social housing in the past year, which included 142 households who were previously homeless. This not only provided families with long-term stable accommodation but also delivered substantial savings by reducing reliance on costly emergency accommodation.

The HMB had implemented a comprehensive suite of policies, which covered all aspects of management from tenant involvement and complaints to antisocial behaviour and rent-setting. The Council was committed to meeting and exceeding the standards set by the regulator of social housing and to ensure that all of the Council's properties were managed to the highest standards. Looking forward, the HMB would continue to monitor housing needs and gaps in the local market and ensure that housing activities remained aligned with the Council's strategic priorities. In conclusion, the Council remained committed to providing safe, high-quality homes for supporting its most vulnerable residents to live well in their communities.

RESOLVED, that:

- (a) The work of the Housing Management Board, which provided oversight of the Council's responsibilities as a Registered Provider of housing and Local Housing Authority, be welcomed;**
- (b) The fact that the Board had opted to carry out annual tenant perception surveys to ensure best service for tenant and oversight of performance, although Registered Providers of social housing with fewer than 1,000 properties were only required to carry out tenant perception surveys once every two years, be acknowledged; and**
- (c) The fact that the proportion of tenants who reported they were satisfied with the overall service from Telford and Wrekin Council was 82%, compared to the National average of 71.8%, be acknowledged.**

CAB-34 Article 4 & Additional licensing of Houses in Multiple Occupation (HMOs)

Cabinet considered a joint report by Councillor Carolyn Healy, Cabinet Member for Neighbourhoods, Planning and Sustainability and Councillor Richard Overton, Deputy Leader and Cabinet Member for Highways, Housing and Enforcement, which set out an evidence base for the introduction of an Article 4 Direction for Small Houses in Multiple Occupation (HMO), which would withdraw existing permitted development rights meaning all HMOs would require planning permission.

The report also set out proposals to introduce an Additional Licensing Scheme under the Housing Act 2004, which would require a licence for small HMOs comprising 3 to 4 occupants, which were not currently covered by the existing mandatory licensing regime, which required HMOs with five or more occupants to be licensed.

It was reported that this was a significant milestone in the Council's journey to improve the private sector in Telford and Wrekin. This joint report began with a clear ambition to ensure that everyone in the borough had access to safe, decent and affordable housing and it was recognised early on that while the private lending sector was a vital part of the borough's housing mix, it also presented unique challenges, especially for the borough's most vulnerable residents.

The Council had, too often, seen the consequences of poorly managed properties, antisocial behaviour, overcrowding and neighbourhood decline and that it was the Council's position that decent housing was the fundamental foundation for opportunity, health and community. That was why, in 2018, it launched the Better Homes for All programme, which took proactive intelligence-led enforcement action against rogue landlords and unsafe properties. Good progress had been made but the landscape had changed due to the cost-of-living crisis, welfare reforms and rising rents, which had driven more people into shared housing and HMOs.

The report set out that the number of HMOs in the borough had grown rapidly and with it, the concerns of residents about the impact on their communities. HMOs were necessarily an important part of the Council's housing solution, since they provided affordable accommodation for young people, students and those on low incomes and for many, they were the only viable option, but the nature of shared living meant that HMOs required careful management.

It should be remembered, however, that well-run HMOs offered a good start in life although, if poorly managed, they could be linked to antisocial behaviour, crime, overcrowding, and poor living conditions.

It was important to stress that these proposals had not been brought forward lightly and that considerable time and effort had been taken to gather the robust evidence needed to justify these measures. The Council had analysed local data, reviewed national best practice and had listened to the experiences of residents, landlords, and partners. The evidence base demonstrated clear

links between high concentrations of HMOs and increased crime, antisocial behaviour, and pressure on local services.

In response to the approach for both Article 4 and additional licensing, the evidence showed that issues linked to HMOs were not confined to one or two neighbourhoods and were present across the borough. A patchwork approach would risk simply displacing problems from one area to another but by taking a borough-wide stance, the Council could ensure consistent standards, protection of all communities and avoid creating new hot spots of concern.

The report set out the following two key proposals to address these challenges:

1. The proposed Article 4 direction to remove permitted development rights for the conversion of family homes, use Class C3, to small HMOs, use Class C4 across the borough. This meant that, in future, landlords would need to apply for planning permission before converting a property into an HMO. The purpose was not to ban HMOs but to give the Council greater control over where these were located to prevent over concentration and to ensure that new HMOs were only permitted where they were appropriate for the neighbourhood.
2. Alongside Article 4, the Council was proposing a borough wide additional licence scheme for all small HMOs, three to four occupants, which were not currently covered by mandatory licensing. This would require all small HMOs to be licensed, inspected, and held to consistent minimum standards for safety, amenities and management.

The scheme would include clear licence conditions, amenity standards, and a transparent fee structure with responsible landlords being rewarded for good practice. Importantly, the Council was also introducing an enhanced landlord and tenant support programme to help landlords comply with the new requirements and support tenants, especially those affected by the cost-of-living crisis.

It was reported that, at the heart of these proposals, was the Council's commitment to tenants to good quality housing and that additional licensing brought real benefits for those living in HMOs and ensured that all HMOs, not just the largest, were inspected and met consistent standards for safety, space, and amenities. It was hoped that tenants would have greater protection from poor conditions, overcrowding, and retaliatory eviction and since licensing enabled proactive checks rather than relying on complaints then, ultimately, this was about fairness and dignity and making sure that everyone, regardless of income or circumstance, had a decent place to call home.

It was believed that these proposals were the best way to manage HMOs and to address the issues linked to them, while still recognising their role in meeting the borough's housing need. The Article 4 measures would allow the

Council to take a strategic approach to planning, to protect the character of its neighbourhoods and to ensure balanced communities.

In conclusion, additional licensing would raise standards across the sector, protect vulnerable tenants and support reasonable landlords. It was important that each of these decisions were not being made in isolation and that was why the Council was launching a public consultation on both the Article 4 Direction and the additional licensing scheme to hear the views of residents, landlords, tenants and all stakeholders on what was an opportunity for everyone to have their say and to help the Council shape the final approach.

RESOLVED, that:

- (a) The two new proposed schemes, as detailed in the report, to help address the increase in shared housing in the Borough, to ensure the Council fulfilled its promise to its residents that it was 'on your side' by creating safe homes and fairer standards in HMOs, be approved;**
- (b) The Evidence Base Report, attached at Appendix 1 to the report, to support the making of an Article 4 (1) Direction in the area edged red on the plan within Appendix 6 to the report, in accordance with the relevant planning legislation as set out in this report, be adopted;**
- (c) The making of the Direction and the public consultation required prior to confirmation, in accordance with the legislative requirements, be approved;**
- (d) If supported by the outcome of the public consultation, authority be delegated to the Director of Prosperity and Investment, in consultation with the Cabinet Member for Neighbourhoods, Planning and Sustainability, to exercise all powers conferred on the Council, regarding the making, processing and confirmation of the Article 4 Direction;**
- (e) The document attached at Appendix 1 to the report, which set out the evidence in support of the Borough-wide implementation of an Additional Licensing Scheme under the Housing Act 2004 for all small Houses in Multiple Occupation (HMO) comprising 3-4 occupants, not currently covered by the mandatory licensing scheme, be agreed;**
- (f) A period for public consultation on the proposed implementation of Additional Licensing for houses in multiple occupation, including proposed licence conditions, amenity standards and fee schedule, attached at Appendices 2 to 5 to the report, be approved and that a further report following the conclusion of the consultation to finalise and align all relevant fees for HMO licences, be prepared; and**
- (g) The introduction of an enhanced Landlord and Tenant Support Programme to help landlords and tenants comply with the requirements of the Renters' Rights Act 2025 and aid with the introduction of the proposed additional licensing scheme as necessary, be approved.**

CAB-35 Councillors' Pride Fund 2024/25: Helping to Protect, Care and Invest to Create a Better Borough

Councillor Paul Davis, Cabinet Member for Communities and Civic Pride, presented a report, which updated Cabinet on the impact of the Councillors' Pride Fund allocated during the financial year 2024/25.

The report outlined the incredible impact the Councillors' Pride Fund had had across the borough's communities during 2024 - 25. The fund continued to make a real difference where it mattered most, in the heart of the borough's communities and neighbourhoods. The report showed the full £270,000 budget allocated (£5,000 per Councillor) to support local projects had been spent and, that a further £145,000 had been secured in matched funding, meaning that a further 53p for every pound spent had added value and impact to those projects.

Since 2011, the Council had invested over £2.2m in such schemes and investing in the borough's communities was a key part of the Council's aim to protect, care and invest to create a better borough.

The report was full of inspiring examples which reflected the Council's priorities and some of these successes were highlighted, which included children, young people and adults having been supported to live well via trips to London and Stratford-upon-Avon for residents in Woodside, Madeley and Sutton Hill and Lawley. The scheme had supported the vibrant youth art project, which had built community pride and brought the Sambrook Centre to life with the help from local young people and a boxing programme to engage females had built confidence. An anti-vaping workshop had engaged over 800 students from multiple wards using an interactive theatre to explore peer pressure and health risks; a warm space in Priorslee had offered comfort in winter, and social clubs in Donnington had managed to keep people connected.

The scheme ensured that a thriving economy was championed through support to celebrate community and heritage with events in Malinslee and Dawley Bank, Lawley, Ironbridge Gorge and Priorslee; a market in Donnington, and heritage projects such as the reopening of Lawley Station in Horsehay and Lightmoor and supporting the move to create a new museum in Newport North.

Neighbourhoods had been invested to make them great places to live by improving play areas in Ironbridge Gorge, Muxton and Newport East, with a new community garden in Hadley and in Leegomery, nature-based artwork on the bus stops in The Nedge, and bulb planting in neighbourhoods and parks such as in Newport West.

Councillor pride applications had also ensured that the borough's natural environment was protected, and the Council continued to take a leading role in tackling climate emergency through the introduction of a bug hotel in

Oakengates and Ketley Bank, an orchard in Haygate and Park, climate training in Newport North and litter-picking kits for a school in Lawley. Community-focused, efficient, effective and quality services had been supported, such as road safety schemes in Church Aston and Lilleshall and in Ketley; defibrillators in Donnington, Priorslee and Ironbridge Gorge; improved lighting in Wrockwardine Wood and Trench and Oakengates and new noticeboards to help keep residents informed in Shawbirch, Dothill and Edgmond.

The report showed that the impact of the Councillors' Pride Fund could be seen clearly across all of the borough's communities and it provided more than just financial support – it was a lifeline for local ideas, a catalyst for community pride and a way for Councillors to respond directly to local needs whilst it also complemented wider Council programmes and supported some of the borough's most vulnerable residents, which ultimately helped to reduce demand on more intensive services.

In conclusion, members were asked to ensure that the current Fund allocation was spent early in the new year in order that it could be closed before the end of the current financial year. Councillor Davis thanked councillors, officers and volunteers who had made the delivery of these projects possible, made contributions to and improved the lives of residents. By working together, stronger, healthier and more connected communities were being built and that this was reflected in the report.

RESOLVED, that:

- (a) The continued impact of the Councillors' Pride Fund, which had allocated over £2.2m over the last 13 years and allowed Councillors to deliver the Council's five priorities in their wards to protect, care and invest in order to create a better borough, be welcomed;**
- (b) The importance of this funding in enabling a bespoke response to need in individual communities and in supporting community organisations to thrive and offer valued services to residents, be recognised;**
- (c) The additional funding that applications to this scheme had secured through match funding of projects, to the value of £145,221 in 2024/25 and in excess of £900,000 in the last six years, be noted; and**
- (d) The final deadline for receipt of applications in the year 2025-26 being 1 February 2026, be noted.**

The meeting ended at 10.58 am

Signed for the purposes of the Decision Notices

Anthea Lowe
Director: Policy & Governance
Date: **Wednesday 10 DECEMBER 2025**

Signed

Date: Tuesday 6 January 2026

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Borough of Telford and Wrekin

Cabinet

6 January 2026

2025/26 Financial Monitoring Report

Cabinet Member:	Cllr Zona Hannington - Cabinet Member: Finance, Governance and Customer Services
Lead Director:	Michelle Brockway - Director: Finance, People and IDT
Service Area:	Finance, People and IDT
Report Author:	Ed Rushton – Finance Manager
Officer Contact Details:	Tel: 01952 383750 Email: edward.rushton@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	9 October 2025
Report considered by:	SMT – 2 December 2025 Business Briefing – 11 December 2025 Cabinet – 6 January 2026 Full Council – 22 January 2026

1.0 Recommendations for Decision/Noting

It is recommended that Cabinet:

- 1.1 Notes the 2025/26 revenue budget position, which shows that due to the proactive in-year financial management, the Council is projecting to be within budget at year end;
- 1.2 Notes that the estimated total reserves at the end of 2025/26 are £57.3m including the £21.7m Budget Strategy Reserve and £4.1m in General Balances which both remain unused during 2025/26;

1.3 Notes the position in relation to capital spend; and recommends that Full Council approve the changes to the Capital programme detailed in Appendix C and all associated changes to the Medium Term Financial Strategy, including Treasury and Prudential Indicators;

1.4 Notes the collection rates for NNDR, council tax and sales ledger;

2.0 Purpose of Report

2.1 To provide Cabinet with the latest financial monitoring position for the year relating to: the revenue budget, capital programme and income collection.

3.0 Background

3.1 The Medium Term Financial Strategy (MTFS) 2025/26 to 2028/29 was approved at Full Council on 27 February 2025, which included the 2025/26 revenue budget and medium term capital programme. Since the MTFS was approved, the economic climate has continued to be challenging with cost and demand pressures being experienced, particularly in relation to the provision of Adult Social Care.

3.2 Good financial management is an essential element of good governance and long-term service planning which are critical to ensuring that local service provision is sustainable and the use of resources is maximised in order to meet the needs of our residents.

3.3 Financial management is the responsibility of budget holders and is supported by Finance staff using a risk-based approach: more focus is given to higher risk areas (high value/more volatile) whilst less frequent financial monitoring is undertaken on budgets deemed to be medium to lower risk. Financial monitoring provides Cabinet and Senior Management Team with a focussed view on the Council's financial performance, to inform and support decision making and to ensure financial sustainability.

3.4 This Financial Monitoring Report for 2025/26 provides the latest projections in relation to the projected outturn position i.e. how projected net revenue spend compares to the budget set for the year - progress against the approved 2025/26 capital programme - the key issues to be highlighted; together with a summary of collection information in relation to Council Tax, Business Rates and Sales Ledger income.

3.5 The Government has committed to reforming the Local Government Finance System with the intention that 2026/27 will be the first year of a new funding regime for Local Authorities. The new system will include an updated assessment of relative needs and resources and a reset of the Business Rates Retention Scheme. While there will be some transitional measures to smooth the impact of changes, the detailed implications for individual authorities will not be known until December 2025. As part of the process, a consultation was undertaken between 20 June and 15 August 2025: The Fair Funding Review, which was seeking views on determining new funding allocations for local authorities and outlined proposals to update the overall funding system. This informed the Policy Statement published by MHCLG on 20 November 2025. The reform of funding arrangements is the most significant

change in over two decades. There are likely to be winners and losers and transitional mechanisms will be crucial to avoid services being put at risk. This context makes financial planning extremely challenging. The funding outlook for the medium term therefore remains very uncertain and will clearly continue to be challenging, particularly given the Council has already had to deliver £181.7m ongoing budget savings since 2009/10.

- 3.6 There is a statutory duty for local authorities to set a balanced and robust budget each financial year and to take timely action to address financial pressures. In order to support unforeseen pressures the approved budget for 2025/26 includes contingencies of £7.2m (£3.95m General contingency and £3.25m specific contingencies including £2m for Adult Social Care). This supports the Council's aim to continue to deliver quality services whilst ensuring a balanced budget.
- 3.7 The Council has a consistent track record of sound financial management, ending the year within budget with unqualified audit opinions for the statement of accounts for many years.

4.0 Summary of main proposals

- 4.1.1 Nationally, Councils continue to face extreme challenges in 2025/26 with unprecedented pressures driven by high costs and high demand for services – particularly Adult Social Care, Children's Safeguarding and School Travel Assistance.
- 4.1.2 On 11 June 2025 the Chancellor announced the Spending Review which set out budgets for all government departments for the period 2026/27 to 2028/29, and up to 2029/30 for capital investments.

The Local Government settlement showed an additional £3.3 billion grant funding in real terms for local authorities in 2028/29 compared with 2023/24, resulting in an average overall real terms increase in local authority core spending power between 2023/24 and 2028/29 of 3.1% per year.

The key announcements relating to local government at a national level include, additional housing investment, early intervention funding for the prevention of homelessness, additional funding for Adult Social Care (via increases to NHS budgets), funding to transform Children's Social Care, a SEND reform (with a White Paper due in January 2026) and consolidation of the Household Support Fund into a new Crisis and Resilience Fund for households.

The Spending Review also reaffirmed the Government's commitment to multi-year allocations and moving to a more up-to-date assessment of each council's needs and resources as part of the 2026/27 Local Government Finance Settlement.

Overall, the Spending Review provides some additional investment for local government which is welcome however financial pressures will continue in 2025/26 and detailed information for individual council is unlikely to be fully available until the Local Government Finance Settlement is announced in December 2025, and further detail relating to grant funding is available, to determine the implications for Telford & Wrekin Council.

On 4 September 2025 the Chancellor announced that the 2025 Autumn Budget will be delivered on 26 November 2025. MHCLG have subsequently confirmed that due to the interactions between the Budget and the Local Government Finance Settlement, with the Budget usually confirming measures such as tax rates and reliefs impacting the business rates system, the provisional Settlement will be published later in the year, in line with usual timings just before Christmas. The Chancellor's pre-budget speech on 4 November, suggests that it is likely to be a difficult budget. On 20 November 2025 MHCLG released a Policy Statement for the upcoming Provisional Local Government Finance Settlement for 2026/27. The Policy Statement sets out their objectives for delivering a fairer evidenced based system that targets funding towards areas with higher deprivation and need as part of the first multi-year settlement in decade. The Department re-confirmed that the provisional settlement will be published in line with the previous timetable.

Ahead of the Budget on 26 November, the LGA has written to the Chancellor highlighting the key role and value that Councils provide in delivering the Government's objectives: building new homes, economic growth and improving health and life chances of those most vulnerable in our communities. However, they also re-iterate the scale of financial challenges facing the sector, with "demand and costs outstripping councils' available resources" and stress that the financial reforms need to address the sustainability of council finances with a significant increase in overall funding needed.

- 4.1.3 Whilst inflation is expected to reduce in the medium term, current indicators show that the economy will be slower to recover than was expected when the Council's budget was set. In October 2025, CPI fell slightly to 3.6% which is above the Bank of England's 2% target and followed consecutive increases earlier in the year. The Bank of England held base rate at 4% in November (following a reduction in July from 4.25%). A further 0.25% reduction is anticipated before the end of the financial year.
- 4.1.4 Given these factors, monitoring for 2025/26 indicates a number of variations from the approved budget, notably relating to Adult Social Care where in order to meet the needs of the most vulnerable residents, additional investment is required.
- 4.1.5 Strong financial management and prudent financial planning mean that the Council has budgeted contingencies in place, £3.95m General Contingency and £3.25m specific contingencies including £2m for Adult Social Care, to meet the financial pressures currently being projected. Further, in response to the continuing pressures, pro-active work has been led by Members and Senior Management Team, which has identified additional savings and use of one-off reserves. It is anticipated that due to this proactive, strong, in year financial management, the overall position will be within the budget set at year end.
- 4.1.6 Before application of contingencies included in the revenue budget, the projected outturn position is currently expected to be over budget by £7.2m. This has reduced since the last financial monitoring reported due to the identification of additional in year savings. Work will continue in the remainder of the year including a further review of reserves and acceleration of savings into 2025/26 where possible.

The Council has an excellent track record of strong financial management and Cabinet Members and budget holders will continue their work to manage budgets as effectively as possible during 2025/26 including further actions to identify in year savings to address the in-year financial pressures.

4.1.7 Projections will continue to be refined as the year progresses. Whilst extremely challenging, the Council's aim is to deliver a year end position that is within the approved revenue budget.

4.1.8 A summary of the current projection for the year end position is:-

	£m
Net Revenue Budget	167.640
Projected Net Revenue Outturn	174.840
Projected Pressures	+7.200
Use of One off Budgeted Contingency (earmarked for Social Care Pressures)	-2.000
Use of One off Budgeted Contingency (earmarked for general pressures)	-1.250
Use of General Budget Contingency	-3.950
Projected Year End Variance i.e. net spend will be within budget	+0.000

4.1.9 There are a number of variations from the approved budget, detailed in Section 5. The key variance is Adult Social Care (ASC), with £13.92m additional investment expected to be needed by year end. The previous monitoring report had already highlighted the ongoing pressures in ASC linked to more people needing care for longer and increasing costs of care. During the year, there has been a sustained and significant increase in the number of new people who need long-term residential care, largely older people, although the rate of growth has slowed in September and October. This is the main cause of the movement in the ASC projection, and reflects the challenge of a rapidly ageing population. Over the last census period, the percentage of people aged 65+ in Telford & Wrekin increased by 35.7% compared to 20.1% across England. These pressures are being mitigated by the ongoing delivery of in-year savings and cost avoidance in ASC, totalling more than £4.94m as at mid-November 2025. This continues the approach taken in 2024/25 focusing on preventing, reducing and delaying the need for care wherever possible, which successfully slowed the growth in expenditure over the year.

4.2 Capital

The capital programme totals £124.31m for 2025/26 which includes all approvals since the budget was set. Schemes are in progress and at the time of compiling this report spend is projected to be on budget at year end.

4.3 Corporate Income Collection

Income collected in relation Business Rates, Sales Ledger and Council Tax are currently outside the target set. Ultimately, all debt will be pursued and will continue

to be collected after the end of the financial year with all appropriate recovery avenues being pursued.

5.0 Additional Information

5.1 The overall 2025/26 monitoring position against the budget is summarised in the table below:

Service Area	Budget	Variation	Movement	Total Current Variation
	£m	6.11.25 Cabinet £m	£m	£m
Finance, People & IDT	20.545	0.015	0.176	0.192
Policy & Governance	1.283	0.170	(0.153)	0.017
Adult Social Care	78.010	14.103	(0.186)	13.917
Housing, Commercial & Customer Services	6.537	0.000	(0.597)	(0.597)
Children's Safeguarding & Family Support	50.177	0.897	(0.251)	0.646
Education & Skills	14.259	0.656	(0.333)	0.323
Health & Wellbeing	0.888	(0.017)	(0.099)	(0.116)
Neighbourhood & Enforcement Services	32.313	(0.013)	(0.253)	(0.265)
Prosperity & Investment	(6.024)	0.687	(1.938)	(1.252)
Council Wide	(30.348)	(5.180)	(0.020)	(5.665)
Total	167.640	11.318	(2.395)	+7.200
Use of Budgeted Contingencies				-7.200
Projected Year End Position				+0.000

5.2.1 Projected variances over £0.250m are highlighted below, all other variances over £50k are detailed in Appendix B.

Service Area	Variance £m
<u>Adult Social Care</u> Longer Term Care Purchasing – Whilst the long-term care purchasing budget is under significant pressure due to increasing demand and cost of care, the trajectory of growth has slowed in both Period 6 and 7 compared to the rate of growth seen in periods 2-5. The pressures are being mitigated by the ongoing delivery of savings and cost avoidance with a focus on a home first approach and delivering care which maximises	+14.603

Service Area	Variance £m
prevention and independence. The position continues to be monitored closely as demand has historically been volatile.	
Health Funding – funding contributions relating to clients with a health need.	+1.000
Income – anticipated to be higher than income targets.	-1.463
My Options – trading accounts – additional costs of staff cover.	+0.302
Learning Disability & Mental Heath – Pressures include the use of agency staff, premises cost and carer posts.	+0.465
Service Wide – mainly staffing vacancies.	-0.731
<u>Housing Commercial & Customer Services</u>	
Income – use of Housing Prevention Grant to support services.	-0.727
Housing Subsidy – variation against budget for overpayments recovery plus reduction in loss of subsidy from supported accommodation.	-0.270
<u>Children's Safeguarding & Family Support</u>	
Children in Care, Leaving Care Team & Speciality Services, Family Solutions:	
CIC placements, Post 18 Staying Put & Leaving Care Support – care costs have increased over the last 3 months with a number of high cost placements resulting in a forecast overspend against budget.	+3.286
Health Funding – funding from ICB for cost of placements with health elements.	-1.214
Children with Disabilities – reflects a reduction in cohort requiring support.	-0.261
Homelessness – relates to homelessness accommodation costs.	+0.530
Income – one off use of reserves	-1.200

Service Area	Variance £m
<u>Education & Skills</u> Employee costs – additional costs due to inflationary pressures relating to historic teacher pension costs.	+0.298
<u>Prosperity & Investment</u> PIP Income – Impact of capital spend phasing which is being covered from £0.5m of the income contingency released in section 4.1.8. This income target will be met in future years as schemes are delivered. Wellington Market – Reduced rents being charged whilst development of the market is undertaken. Development Planning Income – Planning application fee pressure. BIT Income – fee pressure due to rephasing of capital works BIT Premises Costs - one off underspends due to various developments at Leisure sites and The Place. Release of Reserves – one off benefit.	+0.675 +0.260 +0.286 +0.333 -1.024 -1.499
<u>Council Wide</u> Purchase Rebate – additional West Mercia Energy rebate. Council Wide - various underspends, including higher than budgeted Business Rates Retention Section 31 grant, release of provision for savings and inflationary contingencies. Income – Planned used of Reserve.	-0.369 -3.935 -1.305

5.2.2 Dedicated Schools Grant (DSG)

Dedicated Schools Grant sits within Education & Skills and is monitored separately to the Council's General Fund position shown in Section 5.1. Excluding funds passed to academies and colleges, Dedicated Schools Grant totals £130m in 2025/26. DSG deficits are currently required to be held in a separate reserve in local authorities' accounts.

Telford & Wrekin's DSG had a deficit of £4.66m at the end of 2024/25 which has carried forward into 2025/26. This was made up of £1.82m deficit carried forward from 2023/24 plus the 2024/25 in year overspend of £2.84m.

The deficit arises because of high needs budget pressures. This is a national issue, and most upper tier local authorities now carry a DSG deficit. The overall national DSG deficit is increasing - at the end of 2023/24 it amounted to £2.148bn and once 2024/25 data is released, this figure is expected to have increased substantially. In order to alleviate pressure on the 2025/26 high needs budgets, Telford & Wrekin's schools forum again agreed to transfer 0.5% of the schools block to high needs, amounting to £0.9m. This agreement illustrates the positive relationships with schools and other providers which are invaluable in assisting the Council to maintain budgetary control of DSG, whilst ensuring that we meet our responsibilities to young people.

The increase in the Government's 2025/26 high needs funding allocation to Councils, including Telford & Wrekin, is higher than in 2024/25, which will assist in meeting cost pressures. The Council has established a cost improvement plan to address high needs budget pressures and continues to work hard to tackle the high needs pressures in partnership with the Forum, schools and other providers of education. However, with continuing growth in demand for high needs support, the budget situation remains challenging. It is anticipated that the deficit will increase further, by up to £5m during 2025/26. There continues to be pressure throughout the high needs system, due to increasing numbers of children and young people needing additional educational support.

The way in which local authorities account for DSG deficits was altered in 2020. DSG deficits are now required to be held in a separate reserve in local authorities' accounts and are disregarded from the measure of local authority reserves. The period covered by these regulations has recently been extended and now applies up to 31 March 2028. Further detail on the future treatment of the DSG deficit is anticipated as part of the provisional Local Government Finance Settlement later in the year. The pressure on DSG will continue as a result of rising demand, the SEND reform white paper due in early 2026 should provide more clarity around the position moving forward.

The position is being closely monitored and updates will be included in future reports when more information is known.

5.3 CONTINGENCIES, RESERVES & BALANCES

5.3.1 The 2025/26 budget includes a general revenue contingency of £3.950m which is set aside to meet any unforeseen expenditure or income shortfalls during the year and a one-off contingency of £3.250m set aside specifically for Social Care pressures, PIP and other pressures.

The current projected position would require use of all contingencies.

5.3.2 The Budget Strategy Reserve remains unused during 2025/26 at £21.7m, and along with General Balance of £4.1m, is available should the further unforeseen costs materialise before year end.

5.4 CAPITAL

5.4.1 2025/26 Capital Programme

The 2025/26 capital programme totals £124.3m. The financial position is shown in the table below and shows projected spend at £124.1m which indicates that there will be some re-phasing into 2026/27 required at year end. The programme will continue to be monitored and updates brought in future reports.

Service Area	Approved Budget	Spend	% Spend	Projected Year End
	£m	£m		£m
Prosperity & Investment	69.79	38.98	55.8%	69.87
Policy & Governance	0.07	0.03	41.67%	0.07
Education & Skills	18.00	10.37	57.62%	17.99
Adult Social Care	0.09	0.00	0.00%	0.09
Neighbourhood & Enforcement Services	19.31	8.27	42.83%	18.99
Hsg, Commercial & Customer Services	9.66	5.35	55.37%	9.73
Finance, People & IDT	5.89	4.50	76.40%	5.84
Corporate Items	1.50	0.02	1.33%	1.51
Total	124.31	67.52	54.32%	124.09

5.4.2 The 2025/26 capital programme is underpinned by capital receipts as part of its funding. Capital receipts included in the medium term budget strategy are kept under continual review and any changes will be reflected in future budget projections but are currently projected to be on target.

5.4.3 Changes to the capital programme are shown in Appendix C for approval.

6.0 CORPORATE INCOME MONITORING

6.1 The Council's budget includes significant income streams which are regularly monitored to ensure they are on track to achieve targets that have been set and so that remedial action can be taken at a very early stage. The three main areas are Council Tax, NNDR (business rates) and Sales Ledger. Current monitoring information relating to these is provided below. The Council pursues outstanding debt vigorously, until all possible recovery avenues have been exhausted, but also prudently provides for bad debts in its accounts.

6.2 In summary, collection is currently outside targets set.

INCOME COLLECTION – OCT 2025			
	Actual	Target	Performance
Council Tax Collection	61.85%	62.99%	1.14% behind target
NNDR Collection	67.06%	67.57%	0.51% behind target
Sales Ledger Outstanding Debt	7.23%	6.00%	1.23% behind target

6.3 Council Tax (£129.7m)

This measure represents the percentage of the current year liability for council tax which the authority should have received during the year, as a percentage of annual collectable debit. The measure does not take account of debt that continues to be pursued and collected after the end of the financial year in which it became due. The final collection figure for all financial years exceeds 99%.

Year End performance 2024/25	97.1%
Year End Target for 2025/26	97.3%

Performance is cumulative during the year and expressed against the complete year's debit.

Month End Target	Month End Actual	Last year Actual
62.99%	61.85%	62.46%

Collection rates are behind target and behind performance of last year. There are a number of reasons which are contributing to the drop in collection which include:

- The transition of benefit customers onto universal credit which alters the amount of council tax support they receive, resulting in larger bills
- The shift of more accounts onto 12 monthly instalments rather than 10, meaning that taxpayers are paying balances later in the year

Work continues on analysing the drop in collection to enable us to put in place remedial measures.

6.4 NNDR-Business Rates (£85.9m)

This measure represents the percentage of business rates for 2025/26 that should have been collected during the year. This target, as for council tax, ignores our continuing collection of earlier years' liabilities.

The measure does not take into account the debt that continues to be pursued and collected after the end of the financial year in which it became due. As a general rule the final collection figure for any financial year exceeds 99%.

Year End performance 2024/25	98.1%
Year End Target for 2025/26	98.1%

Month End Target	Month End Actual	Last year Actual
67.57%	67.06%	67.56%

Collection rates are slightly behind target and we are focusing on reducing some credit balances which will help collection rates going forwards.

6.5 Sales Ledger (£100.6m)

This includes general debt and Social Care debt. Debt below 2 months is classified as a normal credit period.

The target percent is set relating cumulative debt outstanding from all years to the current annual debit. The targets and performance of income collection for 2025/26 are as follows:

	Annual Target %	Aug 2025	
		£m	%
Total	6.00	7.27	7.23

Sales ledger performance is outside of target, although debt has reduced significantly since the last financial monitoring report in August. Work continues on chasing older debt, particularly that owed by some larger organisations.

7.0 Alternative Options

7.1 Budget holders will investigate a number of options to seek to deliver required service outcomes from within budgeted resources. Options to deliver savings and additional income have been explored.

8.0 Key Risks

8.1 Budget holders actively manage their budgets and the many financial risks and challenges that council services face, examples include the risk of a particularly harsh winter which would impact adversely on the winter gritting and adult social care budgets, the increasing dependency on income from a wide range of activities and the risk of interest rate movements and further inflationary pressures, the risk of changes in legislative or accounting requirements impacting on budgets etc. The Council has comprehensive risk management arrangements in place, which are reviewed and updated by the Senior Management Team.

9.0 Council Priorities

9.1 Delivery of all Council priorities depends on the effective use of available resources. Regular financial monitoring in the financial management reports helps to highlight variations from plan so that prompt action can be taken to effectively manage the Council's budget.

10.0 Financial Implications

10.1 The financial impacts are detailed throughout the report.

11.0 Legal and HR Implications

11.1 The S151 Officer has a statutory duty to monitor income and expenditure and ensure that the Council takes action if overall net overspends /shortfalls emerge. There is also a legal requirement to ensure that the statutory service provision meets demands.

11.2 Legal services will provide ongoing advice in relation to specific proposals relating to the making of savings, including on any requirement to undertake consultation as such proposals are brought forward for consideration, the impact of any proposed savings on the delivery of statutory services and any other legal matter arising.

12.0 Ward Implications

12.1 There are no impacts on specific wards

13.0 Health, Social and Economic Implications

13.1 There are no Health, Social and Economic Implications directly arising from this report.

14.0 Equality and Diversity Implications

14.1 There are no Equality & Diversity implications directly arising from this report. Proportionate impact assessments are carried out and a range of consultation mechanisms are used where appropriate.

15.0 Climate Change and Environmental Implications

15.1 There are no Climate Change and Environmental Implications directly arising from this report.

16.0 Background Papers

1	Medium Term Financial Strategy 2025/26 to 2028/29	Council 27/02/2025
2	2025/26 Financial Monitoring Report	Cabinet 17/07/2025
3	2025/26 Financial Monitoring Report	Council 17/07/2025
		Cabinet 06/11/2025
		Council 13/11/2025

17.0 Appendices

Appendix A	Summary of 2025/26 Projected Variations
Appendix B	2025/26 Revenue Variations over £50,000
Appendix C	Capital Approvals
Appendix D	Treasury Management & Prudential Indicators

18.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	25/11/2025	25/11/2025	MLB
Finance	25/11/2025	25/11/2025	ER
Legal	25/11/2025	26/11/2025	RP

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APPENDIX A

<u>2025/26 Revenue Budget Variations</u>					
Service Area	Budget	Variation 6 Nov 2025 Cabinet	Movement	Total Current Variation	
				£	£
Finance, People & IDT	20,544,975	15,453	176,358		191,811
Policy & Governance	1,282,818	169,940	(153,056)		16,884
Adult Social Care	78,009,522	14,103,420	(186,454)		13,916,966
Housing, Commercial & Customer Services	6,536,849	0	(597,375)		(597,375)
Children's Safeguarding & Family Support	50,176,686	896,944	(251,218)		645,726
Education & Skills	14,258,888	656,412	(333,166)		323,246
Health & Wellbeing	888,598	(17,125)	(98,576)		(115,701)
Neighbourhood & Enforcement Services	32,313,125	(12,679)	(252,756)		(265,435)
Prosperity & Investment	(6,023,804)	686,979	(1,938,212)		(1,251,233)
Council Wide	(30,347,977)	(5,180,283)	(485,054)		(5,665,337)
Total	167,639,680	11,319,061	(4,119,509)		7,199,552

Appendix B

2025/26 Revenue Budget Variations				
Description		Budget	Total Variation	Comments
		£	£	
Finance, People & IDT				
Treasury		15,893,460	240,000	Pressure arising from interest rate reductions not being implemented as initially forecast
IDT	Employees	4,646,778	(89,016)	Temporary vacancies in structure
	Premises	71,000	93,862	Annual charges associated with Data Centre / PFI
	Supplies and Services	3,145,088	237,405	One off overspend re VOIP/WAN contract due to new contract arrangements with Capita and overlaps between contract start and end dates, offset by a £238k favourable variance against Services to Schools
	Income	(10,881,427)	115,065	Reduced income due to schools not requiring services as reflected above, £171k offset by additional income across other IDT services
Finance	Staffing	2,950,396	(149,622)	Temporary vacancies in structure
Revenues	Staffing	2,894,706	(123,530)	Temporary vacancies in structure
Finance, People & IDT	Variations under £50K	1,824,974	(132,353)	
Total Finance, People & IDT		20,544,975	191,811	
Policy & Governance				
Registrars	Income	(931,151)	76,789	Shortfall in fees & charges relating to Birth, Deaths & Marriages and Cemeteries
	Premises	5,030	50,373	Pressure arising from Ground Maintenance charges for cemeteries
Legal Services	Land Charges	(122,322)	85,757	Shortfall of Land Charges income due to reduced demand reflective of current market position.
	Variations under £50k	2,331,261	(196,035)	
Total Policy & Governance		1,282,818	16,884	

2025/26 Revenue Budget Variations

Description		Budget	Total Variation	Comments
		£	£	
Adult Social Care				
All long term care purchasing-Spot & block for all ages and short-term enablement care	Spot & block purchasing	106,412,974	14,603,003	Whilst the long-term care purchasing budget is under significant pressure due to increasing demand and cost of care, the trajectory of growth has slowed in both Period 6 and 7 compared to the rate of growth seen in periods 2-5. The pressures are being mitigated by the ongoing delivery of savings and cost avoidance with a focus on a home first approach and delivering care which maximises prevention and independence. The position continues to be monitored closely as demand has historically been volatile.
Health funding contributions-all ages and care types	Joint Funding	(7,486,218)	1,000,000	The team are continuing to focus on maximising health funding contributions, and there is a dedicated team responsible for progressing and negotiating current and historical funding claims.
Income	Client Contributions	(14,195,690)	(1,463,051)	Based on current expectations of in-year income. The amount projected to be received has increased as the overall projected cost of care has increased (see above).
My Options	Trading Accounts	178,819	301,996	The variance reflects the costs of casual and agency staff and is the latest forecast cost pressure from trading activity
Learning Disability and Mental Health	Staffing & Operational expenditure	2,543,308	464,983	Due to increasing spend on voids, premises costs, agency staff and carers payments as well as a reduction in income relating to Lakewood Court.
Service Wide	Staffing & Operational expenditure	7,130,276	(730,956)	Projected underspend is primarily a result of staffing vacancies. Plus income received from appointee/deputyship client charges has exceeded the budget. Further concentrated work on this area is in progress
	Variations under £50k	(16,573,947)	(259,009)	
Total Adult Social Care		78,009,522	13,916,966	
Housing, Commercial & Customer Services				
Housing Strategy & Regeneration	Income	(424,000)	202,938	Income target shortfall; will be delivered when Housing Schemes become operational; Red Lion development due to complete November 2025.
Communities	HPG Grant	-	(727,399)	
	Solar Farm - New	(250,000)	250,000	Saving target associated with new location.
	Solar Farm current	(597,720)	66,074	Current year pressure has been reduced down to include £55k for the estimated compensation claim.

2025/26 Revenue Budget Variations

Description		Budget	Total Variation	Comments
		£	£	
Customer Services	Housing Subsidy	310,000	(270,141)	(£149k) underspend due to an increased level of recovery of overpayments plus £104k pressure adjustment to reflect impact of bad debt provision relating to the housing benefit overpayments. A net (£224k) underspend from housing benefit expenditure/subsidy variation including B & B spend (£36k) whereby no subsidy can be claimed back and supported accommodation where only 60% subsidy can be claimed.
HCC	Vacancy factor	(211,000)	169,333	Includes projected future vacancy factor saving between October - March. The underspends will materialise within each service area as and when they arise.
	Savings target	(67,940)	67,940	Historical saving target of £132k part delivered. Remaining pressure shared on HCC and NES equally.
Operations	Overall net position	2,928,738	65,349	Pressures associated with a number of Leisure site closures to enable refurbishments along with Schools catering provision pressure, this could improve once stock takes are completed.
	Variations under £50k	4,848,770	(200,469)	
	Reserves	-	(221,000)	Use of one off reserves.
Total Housing, Commercial & Customer Services		6,536,849	(597,375)	
Children's Safeguarding & Family Support				
Children in Care, Leaving Care Team & Speciality Services, Family Solutions	CIC Placements, Post 18 Staying Put & Leaving Care Support	29,910,512	3,285,634	Children in care have increased since the first 3 months of the financial year, with an increase in CIC numbers from 373 in June to 395 in November. 2025/26 costs, including agreed inflation, are expected to be £2.3m (7.7%) higher than 2024/25, as increased placement numbers and inflation outweigh savings from the work with Impower and ongoing work on prevention, early intervention and review of all placement costs.
	Health funding	(6,437,780)	(1,213,718)	Income based on Q1 and Q2 actuals plus detailed projection by child for remainder of year, based on projected placement costs. Ongoing risk of funding being cut by ICB.
	Children with Disabilities	2,086,020	(260,963)	Small reduction in number of children with disabilities requiring support.

2025/26 Revenue Budget Variations				
Description		Budget	Total Variation	Comments
		£	£	
Child Protection & Family Support, Parenting Assessment & Contact Teams	Unaccompanied Asylum Seeking Children (UASC) - placements	2,099,310	(45,764)	Placement costs relating to UASC
	Unaccompanied Asylum Seeking Children (UASC) - Grant Income	(2,099,310)	45,764	UASC grant
	Operational expenditure	1,065,285	104,613	Non placement related expenditure across Children in Care, Leaving Care Team & Speciality Services, Family Solutions
	Income	(883,520)	(249,165)	Difference between budgeted grant income and actual grant received plus use of specific reserve to offset placement costs
	Operational expenditure	568,270	67,528	
	Operational expenditure	2,111,119	(55,541)	
	Staffing expenditure	20,225,695	88,109	Includes vacancy factor saving of £299,000 and historic pressure of out of hours team, offset by savings from vacancies across service.
	Homelessness	110,500	530,070	Majority of overspend relates to accommodation (housing) costs of NRPF and homelessness
	Income	0	(1,200,000)	Use of one-off reserves
	Staffing expenditure	817,230	44,601	Use of one agency staff to cover sickness
Independent Review	Operational expenditure	122,741	33,962	Overspends in interpreter fees
		480,614	(529,403)	
Variations under £50k				
Total Children's Safeguarding & Family Support		50,176,686	645,726	
Education & Skills				
Specialist Services		928,174	(96,378)	The pressure from the Educational Psychology Service due to demand in statutory assessments has been mitigated through the impact of ITS funding enabling a stronger structure from September that is reducing use of agency. Flexible use of grant funding has also assisted the position. Further work is planned to increase traded income following recruitment into key posts.
Employee Costs		1,121,024	298,427	This policy ceased some years ago however, the local authority remains responsible for any historic pension costs and additional costs are due to inflationary pressures.
Insurance		25,806	50,979	The conversion of maintained schools to academies has led to a reduction in insurance contributions from schools.

2025/26 Revenue Budget Variations

Description		Budget £	Total Variation £	Comments
Arthog		146,713	95,801	Current projections are that the budgeted income at the outdoor education centre and the Skyreach facility are not going to be achieved. An external review has been commissioned in order to identify ways to ensure the financial sustainability of the facilities going forward.
Variations Under £50,000		12,037,171	(25,584)	
Total Education & Skills		14,258,888	323,246	
Health & Wellbeing				
Public Health Grant	Supplies & Services	331,048	(84,000)	Variation against Public Health Spend
Public Health	Underspend/(Overspend)		(16,000)	Ring-fenced Public Health grant transferred to/(from) Public Health reserve
Health & Wellbeing	Variations under £50K	557,550	(15,701)	General Fund
Total Health & Wellbeing		888,598	(115,701)	
Neighbourhood & Enforcement Services				
Enforcement	Car Parking	(466,080)	131,376	Shortfall against budgeted income from parking
	Enforcement Control	(44,130)	63,208	Shortfall against budgeted income from FPN (Fixed Penalty Notices)
Strategic Transport & Highway Network Management	Supplies & Services - Concessionary Travel Income - Subsidised Routes	(588,310)	(130,777)	Projected overachievement against budgeted NRSWA (New Roads & Streetworks Act) income
		(48,975)	(125,000)	Income from Travel Telford Tickets
Waste & Neighbourhood Services	Waste Treatment	13,966,810	(144,969)	Reduction in residual & green waste tonnages
	Variations under £50k	19,493,810	(59,274)	Included all variations under £50k for NES here
Total Neighbourhood & Enforcement Services		32,313,125	(265,435)	
Prosperity & Investment				

2025/26 Revenue Budget Variations

Description		Budget	Total Variation	Comments
		£	£	
R&I	PIP - Income	(11,928,280)	674,944	Income pressure due to phasing of Growth fund capital spend, there is a benefit in relation to lower borrowing costs. This also includes one off benefits from backdated rent agreements which are now finalised.
	Wellington Market	15,240	260,286	Development at Wellington Market resulting in reduced rents charged to tenants.
	Contribution from reserves	-	(1,499,000)	Release of R&I reserves
Development Planning	Income	(3,360,070)	285,661	Planning application fee pressure.
BiT	Income	(3,689,940)	333,000	Fee pressure due to slippage of capital schemes, outturn in 24/25 was £263k. This is offset with one off vacancy management of (£19k).
	Premises Costs	7,482,297	(1,024,175)	One off underspends due to various developments at Leisure sites and The Place. One off NNDR rebates in addition to underspends on utility costs to be given up as saving in 26/27.
	Variations under £50k	5,456,949	(281,949)	
Total Prosperity & Investment		(6,023,804)	(1,251,233)	
Corporate				
Purchase Rebates	Purchase Rebates	(430,000)	(369,174)	Additional WME Rebate
	Employees	548,950	(65,957)	Part year vacancy relating to Executive Director post
Council Wide			(3,935,380)	Various council wide underspends, including additional BRR Section 31 grant lower than budgeted costs relating to the 25/26 pay award.
Council Wide	Contributions from Reserve		(1,305,000)	
Council Wide	Variations under £50K	(30,466,927)	10,174	
Total Corporate		(30,347,977)	(5,665,337)	
Total		167,639,680	7,199,552	

Capital Approvals - by Service AreaNew Allocation

Scheme	Service Area	Funding Source	25/26 £	26/27 £	27/28 £	28/29 £	29/30 £
Playing Pitch Investment	Prosperity & Investment	External	999,713.69				
Pride in Your High Street	Prosperity & Investment	Revenue	(25,000.00)				
St Georges Regeneration	Prosperity & Investment	Revenue	100,000.00				
Highways / Footpaths	Neighbourhood & Enforcement Services	External	25,000.00				
			1,099,713.69	0	0	0	0

Treasury Management & Prudential IndicatorsOverall Treasury Portfolio at 31st October 2025 - £m

	Budget	Latest Estimate
Estimated Total External Borrowing (@ 31.03.2026)	502.9	497.9
Investments (@ 31.03.2026)	15.0	15.0
Net Borrowing	487.9	482.9

Capital Expenditure & Commitments - £m

This indicator shows actual capital expenditure for the previous year and planned capital expenditure for 3 years. The table below reflects approvals throughout the year at Full Council, including those proposed in this report

Capital Expenditure/Funding	2025/26	2026/27	2027/28
Grant Funded	49.78	22.71	31.25
Prudential Borrowing	62.99	69.46	52.05
Capital Receipts	6.88	3.57	1.34
Revenue / External	3.29	1.43	-
	122.94	97.17	84.64

Capital Financing Requirement/ Borrowing - £m

The Capital Financing Requirement is the underlying need to borrow money over the long term. If outstanding borrowing is higher than the CFR this would indicate we are borrowing in advance of need.

	Latest Projections			✓Outstanding Borrowing is lower than the underlying need to borrow
	31/03/26	31/03/27	31/03/28	
Loans CFR	625.0	692.6	742.8	
Estimated Outstanding Borrowing	497.9	567.3	619.4	

Authorised Limit and Operational Boundary (Debt)

The Authorised Limit for borrowing is the maximum amount the Council may borrow at any point in the year. The Operational Boundary is the maximum amount that the Council would normally borrow at any time during the year.

	25/26 31/03/2025	26/27 31/03/26	27/28 31/03/26	
Authorised Limit for borrowing - indicator set	665.0	745.0	785.0	✓Outstanding Borrowing (above) is below both the Authorised Limit and the Operational Boundary
Operational Boundary for external debt - indicator set	645.0	725.0	765.0	

Security

The Council considers security, liquidity and yield, in that order, when making investment decisions.

Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments would be assigned a score based on their perceived risk.

Credit Risk Indicator	Target	Actual - 31/10/25	
Portfolio average credit score	6 or lower (which is equivalent to a credit rating of A or higher)	1.36	✓ The Average credit score for investments is within the target set

Maturity Structure

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, in particular in the course of the next ten years.

Maturity Structure	Lower Limit	Upper Limit	Actual - 31/10/25	Within Limit
Up to 1 year	0%	70%	20%	✓
1 year to 2 years	0%	30%	26%	✓
2 years to 5 years	0%	50%	15%	✓
5 years to 10 years	0%	75%	13%	✓
10 years to 20 years	0%	75%	2%	✓
20 years to 30 years	0%	75%	2%	✓
30 years to 40 years	0%	100%	3%	✓
40 years to 50 years	0%	100%	14%	✓
Over 50 years	0%	100%	5%	✓

Principal sums invested for periods longer than one year

	31/03/26	31/03/27	31/03/28	
Indicator Set	Limit on principal invested longer than 364 days	95%	95%	✓currently 0% invested beyond 1 year

Ratio Affordability Measure

Ratio of finance cost to net revenue stream (%)	25/26	26/27	27/28	
Indicator Set	7.85%	9.74%	9.46%	Financing cost to net revenue stream is very slightly higher than budgeted in 25/26 as interest rates have not reduced in line with budget assumptions and slippage has impacted all years.
Current	8.12%	9.18%	9.56%	

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Borough of Telford and Wrekin

Cabinet

Tuesday 6 January 2026

Telford & Wrekin Becoming Carbon Neutral and Climate Change Adaptation - update report

Cabinet Member: Cllr Carolyn Healy - Cabinet Member: Neighbourhoods, Planning & Sustainability

Lead Director: Katherine Kynaston - Director: Housing, Commercial & Customer Services

Service Area: Communities, Customer & Commercial Services

Report Author: Ian Wykes - Team Leader - Climate Change & Sustainability

Officer Contact Details: **Tel:** 01952 384960 **Email:** Ian.Wykes@telford.gov.uk

Wards Affected: All Wards

Key Decision: Not Key Decision

Forward Plan: Not Applicable

Report considered by: SMT – 2 December 2025

Business Briefing – 11 December 2025

Cabinet – 6 January 2026

1.0 Recommendations for decision/noting:

It is recommended that Cabinet:

- 1.1 Notes the positive progress the Council has made in its journey to become carbon neutral by 2030 and that at the end of March 2025 it has now reduced its carbon emissions by **63% from a 2018/19 baseline.**

- 1.2 Notes the importance of climate adaptation and the additional work the Council has done to develop a corporate climate change risk register as set out in Appendix B

- 1.3 Notes that this report is in relation to the Council's response to the Climate Emergency Declaration and will be referred to Full Council for information as part of the 'Matters Determined by the Cabinet' report

2.0 Purpose of Report

- 2.1 To update Cabinet on progress being made to meet the Council's target of becoming carbon neutral by 2030 and meeting the challenges of current and future impacts of a changing climate.

3.0 Background

- 3.1 In 2019 Telford and Wrekin Council declared a Climate Emergency and set out an ambitious target to ensure its activities and operations are carbon neutral by 2030. This is known as **climate change mitigation**. The Council is delivering this through its 'Becoming Carbon Neutral Plan', reporting annually on progress to Cabinet. The Council also made a commitment to work with partners with the aim of achieving the same target across the Borough.
- 3.2 As a local authority, Telford & Wrekin Council must also ensure that its services are able to react to the current and future predicted impacts that climate change is having. This is referred to as **climate change adaptation**. In 2024 the Council published its first Corporate Climate Change Risk register to help address the impact of climate change on its own services. The Council is committed to reporting on its progress on climate change adaptation on an annual basis. The Council is also working with partners to help address the impacts of climate change across the whole borough.
- 3.3 In recognition of the strong synergies between climate change mitigation and adaptation, it is now proposed that both areas be reported together within a single, integrated report which is the aim of this current report.
- 3.4 Climate change continues to be one of the most significant issues that affects Telford and Wrekin, its residents, communities, and businesses and remains one of the Council's five key priorities.
- 3.5 We have made strong progress in reducing the Council's emissions so far, but we recognise that it is getting harder and more challenging to do. It is still the right thing to do reinforced by the wider benefits we are seeing to our residents and communities including:
 - The recent upgrades at Oakengates Leisure Centre have significantly enhanced the leisure offering while simultaneously reducing carbon emissions by 161 tonnes of CO₂ equivalent per year. In addition, energy costs have been cut by 45%, enabling savings to be reinvested into front line services.

- Initiatives such as the **Bike Hub** support residents to make the switch from the use of their cars for some trips reducing emissions but also provide opportunities for leisure and resultant health benefits.
- The investment we are making into housing whether through **NuPlace, Warm and Well Telford** and our various retrofit programmes will provide properties that are more affordable to heat thereby supporting residents to address rising energy costs, tackling fuel poverty and health impacts of living in cold and damp properties.

3.6 These co-benefits show that the investment we are making provides long-term gains in health, cost of living and resilience.

3.7 There are also actions the Council is seeking to address that are affected by factors outside of its control. For example, electrical grid connections remain a huge constraint on the expansion of renewable energy generation locally and nationally. The Council, working with partners, is continuing to lobby and work with Government and National Grid to overcome barriers to delivery.

Public Attitudes Towards Climate Change and Renewable Technologies

3.8 Public opinion on climate change and the adoption of renewable technologies has remained relatively consistent in recent years. A government survey conducted in Spring 2025¹ found that 77% of respondents remain concerned about climate change, indicating sustained public engagement with environmental issues. Furthermore, awareness of the national Net Zero Target remains high, with 88% of respondents familiar with the goal, suggesting that national messaging continues to resonate with the public.

3.9 Complementing this, data from the Office for National Statistics (2024)² revealed that 76% of individuals have made lifestyle changes aimed at reducing their environmental impact. This reflects a strong willingness among the public to continue to take personal action in support of climate objectives.

3.10 At the local level, the Council's most recent **Resident's Survey** provides further insight into community sentiment. When asked to rate their concern about the impacts of climate change on a scale from 1 to 10 (where 1 indicates no concern and 10 indicates extreme concern), 63% respondents gave it a score of 7 or over with 22% of respondents scoring 10.

4.0 Summary of main proposals

Climate Change Mitigation - Carbon Neutral Action Plan:

¹ DESNZ Public Attitudes Tracker: Headline Findings Spring 2025, UK

² Public and business attitudes to the environment and climate change, Great Britain - Office for National Statistics

- 4.1 The Council's Corporate Action Plan, 'Becoming Carbon Neutral,' is a live, working document which is reviewed and updated on an ongoing basis. It encompasses actions from all areas of the Council's operations and is formally refreshed annually. It reflects the Council's priorities for climate change; to decarbonise the corporate estate, explore the feasibility of renewable energy generation and support communities in decarbonisation
- 4.2 The Action Plan is divided into the following themes:
 - Adaptation
 - Affordable Warmth
 - Biodiversity & Carbon Sequestration
 - Borough Resources/Waste
 - Corporate Catering
 - Corporate Estate
 - Highways and Transport
 - Investment in Business
 - Planning Policy
 - Plastic Free
 - Communications and Engagement
 - Performance and Monitoring
- 4.3 A high-level summary of the Carbon Neutral Action Plan can be found in Appendix A of this report.

Key climate change actions in 2024/25

- 4.4 Since the last report, the Council has progressed a wide range of decarbonisation projects as illustrated by the following case studies compiled by theme:

Corporate Estate

- 4.5 **Wellington Leisure Centre:** Following a bid to the Salix Public Sector Decarbonisation Scheme (PSDS) Phase 3c. In April 2024, the Council was awarded £1.1 million to deliver a package of energy efficiency improvements. These include upgrades to the building's thermal fabric and the installation of an air source heat pump, which is projected to reduce carbon emissions by approximately 70 tonnes of CO₂ equivalent per year. Works commenced in September 2024, with the facility officially reopening on 26 August 2025.

In addition to the decarbonisation measures, a series of enhancements have been undertaken to improve the swimming pool environment for users. These include:

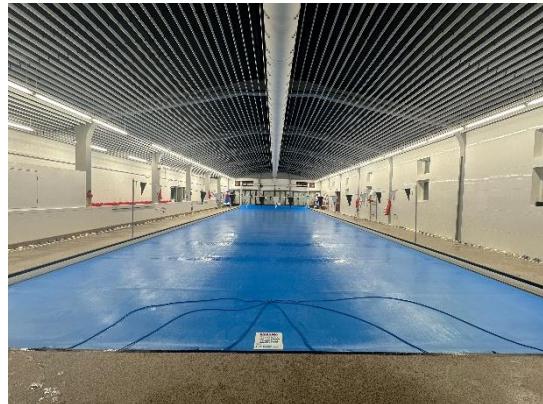
- Installation of new lighting
- Refurbishment of the pool promenade
- Upgraded ventilation systems

- A comprehensive redecoration programme

The changing rooms have also been refurbished, featuring new showers, lockers, and cubicles to improve the overall user experience.

4.6 **Newport Swimming Pool & Fitness**

Centre: A successful bid to the Swimming Pool Support Fund (SPSF) Phase II has secured £41,800 of grant funding to install pool covers and replace fluorescent lighting with LED lighting. Both measures will increase energy efficiency on site, resulting in estimated annual cost savings of £11,500 for the pool cover and £1,300 for LED lighting. Works were completed in October 2024.



4.7 **Telford Theatre**

The redevelopment of Telford Theatre in Oakengates is designed with a 'fabric first' approach. The project design team have incorporated low power LED lighting, the reuse of existing solar panels and a thermal specification that goes beyond building regulation standards to increase the energy performance of the new Telford Theatre building. In addition, heating and ventilation systems will

incorporate renewable technologies such as air source heat pumps, and current roof plans incorporate a significant array of photovoltaic panels. This will all result in a theatre with a significantly lower operational carbon requirement than the existing building which is now over 60 years old. Initial demolition works have now started, with the main construction work on the new building to start in 2026.



4.8

Telford & Wrekin Council has submitted plans for the new **Captain Matthew Webb Swimming and Fitness Centre in Dawley**. This project addresses an identified local need by enabling residents to swim within their own community, while reinforcing the Council's commitment to sustainable development and enhancing community wellbeing. The proposed facility, located at Telford Langley School, will include a five-lane swimming pool and an expanded health and fitness suite. Designed with sustainability at its core, the centre will prioritise low energy consumption and reduced carbon emissions, supporting the Council's ambition to achieve carbon neutrality. The Dawley location was selected following a detailed site review, addressing the area's significant unmet demand for swimming provision.

The development will:

- Enable over 150,000 swims annually
- Expand the learn-to-swim programme by 150 places per week
- Increase community fitness access by 50 hours per week

Subject to planning approval, the centre is expected to open in early 2027, creating over 20 local jobs and contributing to the Council's wider goal of building a greener, healthier borough

Property Investment Portfolio

4.9 Work to improve the efficiency of the Council's Property Investment Portfolio (PIP) has continued. In previous years this has included LED lighting installed at Southwater One carpark and LED lighting and solar PV panels installed in the industrial units at Hortonwood 12, Newport Innovation Park PH2 & Orchard Park. Further opportunities to increase the amount of solar PV panels installed on PIP properties are currently being reviewed.

Affordable Warmth and Housing

4.10 The Council has previously delivered a wide range of projects to support people in fuel poverty including 10 off gas properties (22 measures) were retrofitted using funding from Phase 1 of the Home Upgrade Grant (HUG1). The Local Authority Delivery Scheme (LAD2) scheme was used to retrofit 50 homes in Sutton Hill, with 77 energy efficiency measures, including external wall insulation, loft insulation, cavity wall insulation, double glazing and solar panels. This programme of works improved the energy efficiency rating of properties as well as reducing residents' heating bills by up to £640 a year and saving up to 600 kilograms of CO₂e emissions each year.

4.11 Additional work this year has included:

- Through our **Warm and Well Telford** grant we are providing partial glazing, external doors and heating controls for eligible properties. This grant extends eligibility beyond that required by the government to reach more residents "in the gap". Residents may be eligible if gross combined household income is less than £50,000 per year, which means we can reach more people than by using the £36,000 gross combined household income threshold set by the government. So far 25 properties have been supported so far with another 11 in the pipeline.



- In a joint bid with Shropshire and Herefordshire, Telford & Wrekin Council were successful in securing Warm Homes Local Grant funding for all 3 authorities of £6,717,405. This funding will allow us to deliver **energy performance and low carbon heating upgrades to low-income homes** in the borough.
- The Council and partners have delivered the second phase of the **Home Upgrade Grant** aimed at low energy efficient off gas properties. The grant scheme delivery was completed in March 2025.

4.12 The Council continues to promote energy efficiency activities addressing fuel poverty for eligible residents through Telford Energy Advice (TEA). The TEA provides a free hotline for residents to call for information, advice and support. The latest Impact Report 2024 reported that since the inception of TEA:

- Around 4,300 households reached
- 350 home visits completed
- 1,400 energy advice calls made
- 360 frontline workers trained
- 1,100 energy-saving measures distributed
- 300 homes received funded insulation or heating
- 200 households supported with crisis funding (debt relief, energy top-ups, emergency heating, etc.)
- £9,300 in direct financial gains for residents
- £75,600 in total household savings from advice and support

4.13 Over the next two years in partnership with the Marches Energy Agency the Council is supporting the **Future Ready Homes initiative**. This is aimed at the self-funded market. The project will help **2,500 householders** navigate the complex world of retrofit and providing support throughout installation of works to ensure residents are getting the correct advice and quality from contractors. By working with local businesses, the project will also provide training opportunities to develop much needed local retrofit skills.

4.14 The **Retrofit Skills Home** project complements Future Ready Homes providing residents with an opportunity to view measures in a 'show home' with regular open days, webinars, video tours and case studies. Telford College construction students are collaborating with Marches Energy Agency and The Wrekin Housing Group on a real-life house renovation project in Arleston, Wellington. This initiative aims to transform a vacant property into an energy-efficient home, serving as a hands-on learning facility for students to acquire both traditional building skills and modern retrofit techniques. The project includes adding insulation, eliminating draughts, and installing green technologies like solar panels and heat pumps, which are essential for reducing carbon emissions and making homes more sustainable.

4.15 The project is supported by Telford and Wrekin Council and funded by the **Energy Saving Trust**. It will feature regular open days and online updates to engage the public and showcase the progress. The initiative addresses the boroughs need for skilled workers in home energy efficiency and aims to educate both staff and tenants on future-proofing homes.

4.16 **NuPlace**, the Council's wholly owned housing company, continues to focus on delivering sustainable, energy efficient properties for private rent. To date 132 properties have been completed across Telford incorporating solar panels and EV charging points, saving residents money and reducing their emissions.

4.17 In addition, 18 of these homes at Wildwalk, in Donnington, were built to Future Homes Standards incorporating timber frame construction, and air source heat pumps. The team are continuing to monitor energy use and customer satisfaction to understand how these dwellings perform now occupied. A "12 Month On" tenant case study is to be developed exploring how the occupier is finding living in a Future Home.

4.18 A further 161 low energy homes are under construction for Nuplace across a diverse range of sites including refurbishments and conversions and new build scheme.

4.19 117 of these homes are located in Station Quarter, within Telford Town Centre, with properties all set to achieve EPC (Energy Performance Certificate) "A" rating in terms of environmental impact and EPC "B" rating for energy efficiency. Work is progressing well on the 84-dwelling state-of-the art apartment block which will bring town centre living to Telford Town Centre alongside 33 town houses and maisonettes. In July 2025 a topping out ceremony was staged to mark the new apartments at Station Quarter reaching their highest point with completion due in March 2026.



- 4.20 Nuplace secured £4.725m grant funding from WMCA to deliver a mixed-tenure housing scheme in the town centre, offering high-quality homes in a sustainable location with amenities nearby. Sustainability drives the Station Quarter design, incorporating low-carbon technologies and infrastructure that promotes walking, cycling, rail, and bus travel. A Car Club will support short-term car rentals, reducing reliance on private vehicles and encouraging greener choices for residents and visitors.
- 4.21 Nuplace homes are fully electric with no gas, in line with emerging Future Homes legislation. Heating is provided through a mixture of electric panel heaters and storage heaters with heat loss minimised through a fabric first approach to build and the use of PVs to minimise energy costs for residents. Throughout the wider Station Quarter development, native planting coupled with an innovative approach to sustainable drainage, including the creation of rain gardens, will deliver biodiversity enhancements.
- 4.22 Through the **LED Bulb Distribution Scheme**, the Council has provided 16,184 energy saving LED bulbs distributing them via community organisations, Town and Parish Councils and housing trusts. The scheme is set to continue helping those residents at risk from the cost-of-living crisis to reduce their electricity bills, while also reducing greenhouse gas emissions.

Transport

- 4.23 As part of our home to school transport operations, the council secured an electric minibus to add to our fleet of 15 EV's across service areas. This minibus has been in operation since July 2025. Furthermore, in November 2025, the council through the Travel Telford bus network undertook a two-week trial of a electric bus as part of our continued commitment to delivering zero-emission public transport. The vehicle covered 1,800km during the two weeks saving 2.3t CO₂e and data from this trial will shape future investment into electric buses for the borough's wider public bus network.
- 4.24 The Council was awarded £683,370 from **On-street Residential Charge Point Scheme (ORCS)** for the installation of 70 dual fast EV charge points in Council car parks to support residential charge points. The Council has appointed an EV charge point operator who will deliver the ORCS funded charge points but will also fully fund additional EV charge points in Council car parks. Overall, this project could see an additional 104 EV charge points (208 sockets) installed
- 4.25 The Council has also been awarded £1,020,000 from **Local EV Infrastructure fund (LEVI)**. The Council has joined Midlands Connect Consortium with other Local Authorities to maximise the number of on-street charge points. It is anticipated the first on-street EV charge points would be installed from 2026 and rolled out over a five-year period.

4.26 In October 2025 the Council consulted with the public, businesses, and taxi & private hire drivers as part of the refresh of the Council's Electric Vehicle (EV) Charging Infrastructure Strategy. The updated strategy aims to accelerate the borough's transition to electric vehicles by ensuring charging infrastructure is accessible, equitable, and aligned with local needs.

Active Travel

4.27 Active travel initiatives are vital because they reduce carbon emissions from vehicles, helping tackle climate change, while also improving physical health, boosting mental wellbeing, and fostering healthier, more active lifestyles for children and communities.:.

4.28 **The New School Journey project** is a year-long initiative promoting active travel and road safety in schools across Telford & Wrekin. So far, 11 schools have participated, with evaluation data showing a marked shift from car use to walking, cycling, and scooting.

4.29 Key outcomes from 2023–24 include:

- **Ladygrove Primary:** Car travel dropped from 141 to 63 pupils; walking and park & stride increased.
- **Meadows Primary:** Car use fell from 188 to 57 pupils; walking and cycling rose.
- **Newport Juniors & Infants:** Similar reductions in car travel and growth in active modes.

4.30 Pupil surveys revealed strong interest in cycling and scooting, suggesting further potential if infrastructure and support continue. The project also includes air quality education, delivered with the Environmental Team. Pupils attend workshops and assemblies on pollution and environmental protection. When pupils were asked what the advantages were responses included “good for your heart and mental health”, “avoids traffic and doesn't pollute” and “you can chat with friends”.

4.31 Air quality monitors are installed at the start and end of the project to assess impact.

4.32 Community engagement is central, with events like Bike Buses and Group Walks to School. Lawley Village Academy's recent walk drew around 200 participants, showing strong local support.

4.33 **Bikeability Cycle Training.** Bikeability is the national cycle training programme, helping people gain confidence and skills to cycle safely. In 2024–25, Telford & Wrekin saw major growth:

- 1,281 pupils trained, up from 869 in 2023–24—a 47% increase, the highest in England.
- Ranked 5th nationally for delivery growth over two years.
- Introduced Level 3 training, with 46 secondary pupils completing advanced road cycling skills.
- Added a fleet of 20 adapted cycles (hand cycles, trikes, tandems), improving access for SEND pupils.

Renewable Energy Generation

4.34 The Council-owned **Wheat Leasows solar farm** continues to generate renewable energy. In 2024/25 the solar farm produced 3144 MWh of electricity, enough energy to power 1084 homes per year (based on average annual household consumption of 2,900 kWh). With the solar farm continuing to bring benefit across communities through the sale of the energy generated back to the grid, which is then invested back into front line services, the Council is exploring the feasibility of potential new solar generation within the borough.

Planning Policy

4.35 Climate change and sustainability is a key consideration in the review of the Local Plan which sets policies that ensure buildings are more efficient to run, are built from sustainable materials and practices, that carbon reductions are secured through the development process and in ensuring our natural resources are protected.

4.36 As the review progresses following the submission of the new Local Plan to the Planning Inspectorate, policies to support the Council's ambition to drive climate change action gain further weight.

4.37 The Council supports innovation in this area with existing policies designed to reflect the constant change and progression in this field and evidenced by the approval of a number of applications for renewable energy generation. The emerging Local Plan will reflect the more robust provisions for renewable and low-carbon energy set out in the National Planning Policy Framework.

Biodiversity

4.38 Protecting and enhancing Council-owned green spaces and nature reserves supports both climate adaptation and mitigation measures. Since the last report, the Council have been very proactive including:

- Expanding the number of wildflower areas across the borough, now covering 38 areas across 23 sites. A meadow establishment project is underway to overseed native perennial wildflowers in suitable locations such as verges, roundabouts, parks, and open spaces. One example is Randlay Spine, where amenity grassland has been successfully converted into a wildflower meadow.
- Partnering with Buglife on the 'B-line' project to combat pollinator decline by increasing connected wildflower-rich habitats in Telford and Shropshire. Completed in November 2024, the project also engaged local communities through events, education, and citizen science, raising awareness of UK pollinator species and empowering action for wildlife. Further wildflower seeding at Wombridge Green Guarantee site is planned for this autumn.
- Meadow cut areas are now part of all Green Flag Parks to balance nature conservation with recreational use. Additional nest boxes are being installed at Hartshill Park, and bat boxes at Dawley Hamlets Local Nature Reserve, Priorslee, Leegomery, and The Granville.
- A new community orchard has been planted in Wellington, with further tree planting in winter 2025/26.



4.39 The Local Nature Recovery Strategy, developed with Shropshire Council, is advancing rapidly. A steering group including the Environment Agency and Shropshire Wildlife Trust is in place, with adoption by both authorities expected in early 2026 after consultation and Defra approval. The strategy prioritizes peatland restoration, natural flood management, and urban cooling measures.

4.40 Dothill and Shawbirch Local Nature Reserve join Telford Town Park, Bowring Park, Apley Woods, Hartshill Park, Dale End Park and Dawley Park in retaining Green Flag status. Victoria Park in Newport also received the award, bringing the total to eight Green Flags across the Borough. This international quality mark reflects the dedication of Council staff, volunteers and 'Friends Of' groups. Two new Local Nature Reserve sites are being submitted for 2026.

Borough Resources/Waste

4.41 In 2024/25, 16 local community groups benefitted from a share of £14,507 from Envirogrant. A further £15,493 is available in 25/26 opening for bids from local groups in August 2025. Pneuma Affinity CIC was awarded a grant in 2024 to deliver creative workshops exploring the themes of people, planet and connection. The result was The Mosaic of Harmony, created by members of the Telford Autism Hub, who made tiles and used them alongside reclaimed local tiles. The artwork is now installed in The Retreat Rooftop Garden at the shopping centre.



4.42 Also in 2025/26, as part of the Veolia Added Social Value fund, a further £10,000 has been agreed to support and expand reuse opportunities. Since April 2024, 11 sale events have taken place and 3 online auctions with nearly 100 tonnes of waste reused. Monthly sale and online auction events continue.

4.43 Alongside this education on food minimisation continues to be delivered jointly with Veolia. Multi language bin hangers and literature have been developed including Punjabi, Romanian and Polish to increase recycling participation. Monthly social media plans highlight the waste journey, recycling and waste minimisation along with an annual collection day calendar delivered to all residents with key messages on reduce, reuse, recycle.

4.44 Reintroducing food recycling within Council buildings is currently being investigated by Building Services. For schools, the Waste team can signpost food waste recycling collections and through the Services for Schools team a dry recycling collection is available for schools in Telford and Wrekin to buy into.

Catering Services

4.45 The Council's **Let's Dine** school catering service continues to offer options supporting healthier, low-carbon diets. Meat content in recipes has been reduced and replaced with alternative proteins to meet food standards while lowering environmental impact. Catering teams have worked closely with school action groups to eliminate 98% of single-use plastics. Regular reviews are conducted to identify more sustainable alternatives across all catering operations. Where possible, the service partners with local suppliers who share our commitment to quality and sustainability.

4.46 Used cooking oil is collected and recycled into biofuel, reducing food waste and supporting cleaner energy sources. Efforts are also underway to improve kitchen energy efficiency, with staff encouraged and trained to adopt more sustainable practices. To further reduce emissions, the Council is exploring the replacement of

three hired delivery vans with electric or hybrid alternatives, alongside assessing the feasibility of on-site vehicle charging infrastructure.

Carbon Emissions 2024/25

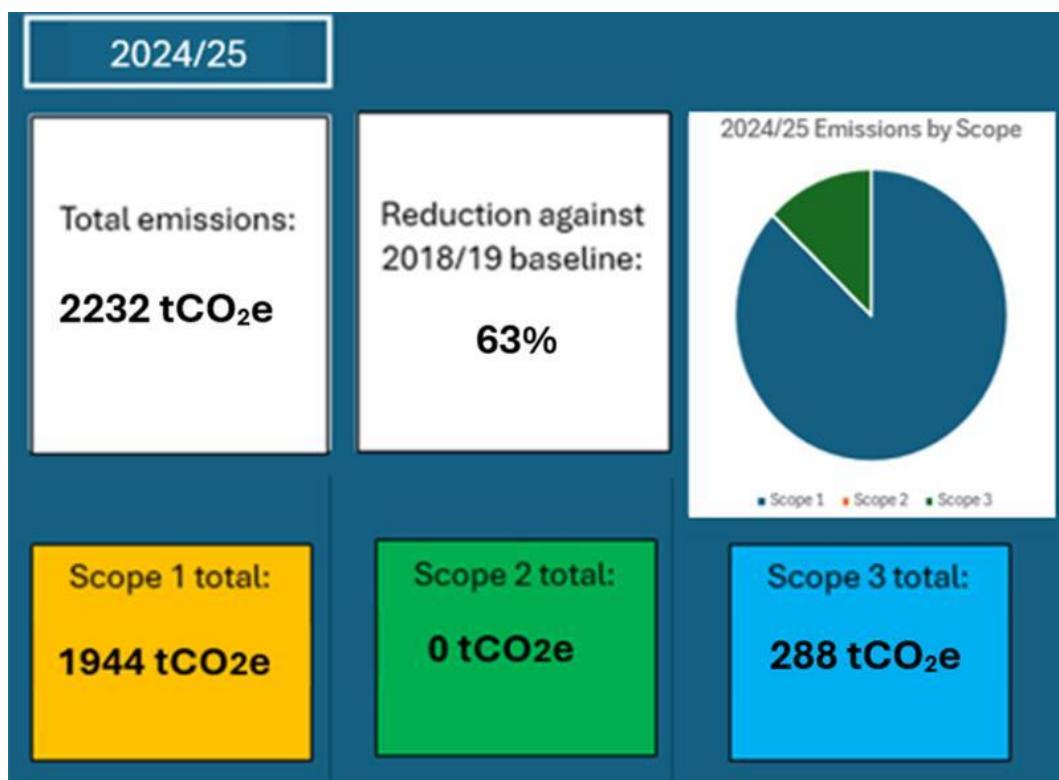
4.47 We continue to monitor our scope 1, 2 and 3 emissions in line with the Local Government Association reporting guidance. To do this, Telford and Wrekin Council have undertaken 'in-house' greenhouse gas (GHG) accounting, using the LGA GHG accounting tool for guidance.

Scope 1: Corporate estate – gas usage
Fleet vehicles – fuel usage

Scope 2: Corporate estate - electricity usage
Street lighting – electricity usage

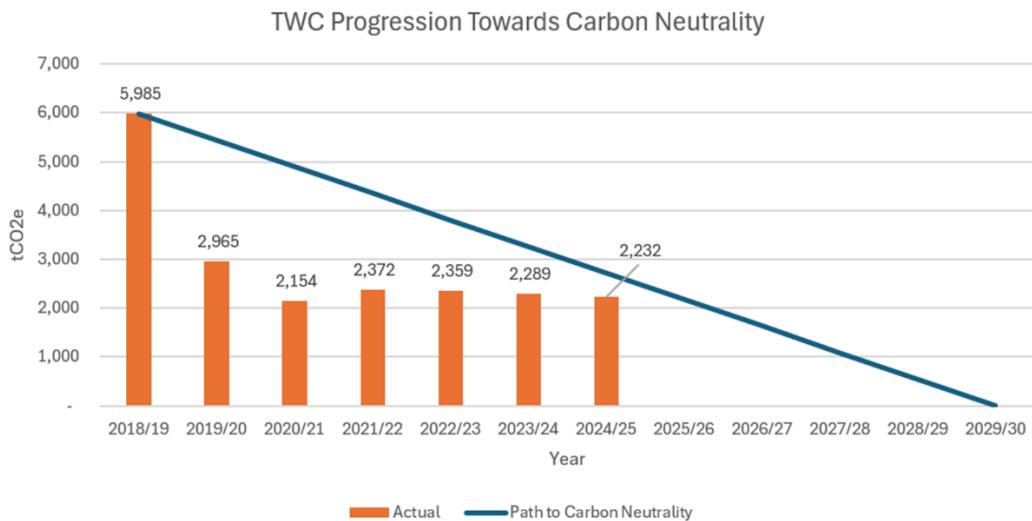
Scope 3: Business mileage
Water supply & treatment
Electricity - transmission & distribution losses

4.48 A summary of the key emission headlines for the 2024/25 reporting year is shown below:



Telford & Wrekin Becoming Carbon Neutral and Climate Change Adaptation - update report

4.49 Overall, comparing the 2024/25 reporting period to the 2018/19 baseline data, the Council has reduced its emissions by 63%. In the context of our path to becoming Carbon Neutral by 2030, our emission reductions are currently 8% ahead of target.



4.50 Moving to renewable green energy as part of the West Mercia Energy (WME) Green Deal means the Council's emissions from electricity have been hugely reduced. The Council's electricity consumption is made up of electricity used in our buildings and the boroughs streetlighting.

4.51 Through active electricity management, consumption has fallen by 28% compared to 2018/19. This includes a 33% drop in streetlighting use following LED replacements and a 23% reduction in our buildings against the 2018/19 baseline, plus a 16% decrease compared to 2023/24.

4.52 Both greenhouse gas emissions and gas usage in our corporate estate has fallen by 4% compared to 2023/24 due to increased building efficiencies and decarbonisation interventions.

4.53 The Council's transport related emissions in 2024/25 have increased compared to 2023/24. Fleet vehicle related emissions have risen by 18%, while business mileage related emissions have decreased by 7%. This trend is attributed to the launch of the Enterprise car club for business travel and employee behaviours. Some staff members previously may not have claimed mileage for business travel they've done in their personal vehicles, while 100% of journeys undertaken in car club vehicles will be recorded through fuel card data.

4.54 To ensure the Council continues its journey to carbon neutrality work has been undertaken to develop a high-level carbon descent pathway identifying measures and projects the Council can implement to reach a 70% reduction in emissions by 2026/27 as the next step to 2030. The Council is working with the Midlands Net Zero Hub (MNZH) to prioritise potential projects based on capital cost; revenue and carbon savings; and eligibility for available funding such as the Green Heat Network Fund (GHNF).

Climate Change Adaptation

4.55 Climate change impacts include both chronic long-term effects such as drier summers and wetter winter but also an increase in the frequency and intensity of weather-related events such as flooding and heat waves. The following table from a study by the Climate Change Committee in 2017 summarises the principal risks climate change poses.

Figure SR.1: Top six areas of inter-related climate change risks for the United Kingdom



4.56 As a deliverer of key services and a community leader, Telford & Wrekin Council has a responsibility to adopt climate adaptation measures across its operations and to support resilience across the wider borough. Our response to climate change needs to ensure procedures are in place to react to emergencies already being witnessed. Equally we must proactively plan how services are delivered in the future to strengthen the resilience of both the Council and the communities we serve. This commitment is reflected in the Council Plan 2024-2027, which sets out a clear ambition to ensure that 'communities are resilient to the impact of climate change'. It is also a key Ambition of the Council's Vision 2032

4.57 In September 2023 Environment Scrutiny considered the Council's response and this led to the development of the Corporate Climate Change Risk Register which was presented to Cabinet on 16 May 2024 after extensive cross Council engagement, an all-Councillor seminar and further work with the Environment Scrutiny members. The Scrutiny Committee continues to receive annual reports.

Adaptation Risk Register Update – 2025

4.58 The 2025 update to the Council's Climate Adaptation Risk Register (see Appendix B) demonstrates continued progress on the actions identified in 2024. A significant

number of risks have not required revision this year, as existing controls remain appropriate and effective.

- 4.59 Several actions, particularly those linked to the Prosperity and Investment theme, are scheduled to be implemented following the adoption of the Local Plan, which is anticipated within the next 12 months. Once adopted, the Climate Change Supplementary Planning Document (CCSPD) and the Green Space Standard will be reviewed and updated accordingly to reflect the new planning framework.
- 4.60 The Council continues to invest in digital channels providing a 24/7 service and enabling the Customer Contact Centre to handle higher call volumes, particularly during emergencies such as flooding, events expected to increase in frequency due to climate change.
- 4.61 Significant progress is being made to strengthen the Council's corporate Business Continuity Plans (BCPs). The Climate Adaptation Risk Register is being used to inform these plans, ensuring that relevant climate-related risk controls are embedded within each Business Group's continuity arrangements. The BCPs are expected to be in place by the end of 2026 and will be reviewed and updated annually. This approach ensures that a climate lens is consistently applied when planning for known business risks across the organisation.
- 4.62 In parallel, substantial work has been undertaken to support Town and Parish Councils in developing robust emergency planning for their communities. A dedicated session was held in October 2025 to introduce a new Emergency Plan template, designed to help local councils prepare for a wide range of risks, including flooding, extreme heat and cold, wildfires, and other climate-related hazards.
- 4.63 This template, along with updated and localised information to be published on the Council's 'Dealing with Specific Risks' pages within the 'Emergencies' section of the website, will form a comprehensive 'resource for Town and Parish Councils. This initiative directly addresses an action from the 2024 Climate Adaptation Risk Register. These emergency plans will also be reviewed annually, helping ensure that local communities are actively considering climate impacts and adapting to a changing environment.
- 4.64 Below are some further examples demonstrating actions the Council is taking based on the risk register.

Case Study 1 Arthog

4.65 Education and Skills Business Group identified “*Developing locations which are less prone to significant weather events, more sheltered*” as an action in the risk register. During the Easter school break 2025, a group of Children in Care, under the support of the Virtual School, attended an outdoor education residential at Arthog Wales. The planned activity for the morning of the second day was a canoe trip on the Mawddach estuary. However, with a yellow weather warning for heavy rain and strong winds, this activity was assessed as being too risky. Fortunately, the team at Arthog have worked with local landowners to gain access to a sheltered inland pond which allowed the canoeing activity to go ahead at this alternative location.

4.66 Since the last report progress has been made as the team have negotiated with local landowners to access a number of sites locally and, where necessary, agreed an annual rent or access fee to use this site, this will ensure availability of suitable activities in extremes of weather. This includes the above-mentioned pool which we now have access to all year round and are able to store equipment at for easy access.



Case Study 2 Local Nature Reserves

4.67 **Apley Woods Local Nature Reserve** In response to increased erosion and silting due to heavy rainfall Telford and Wrekin Council Officers, idverde and the Friends of Apley Woods Volunteers worked together to plant phragmites (reeds) in fenced areas around the pool in May 2025. This was recommended by the Environment Agency as a natural way of improving water quality. The pool has suffered from algal blooms and the reeds will act as a natural filtration system for the pool by removing excess nutrients from the water. The reedbeds also will increase oxygenation and help to stabilise the banks, creating additional habitats for wildlife

4.68 **Horsehay Pool Local Nature Reserve:** Reed planting in the form of floating rafts has also been provided at Horsehay Pool LNR this spring with additional reeds to be planted by the Friends of Horsehay this summer.

4.69 We have also engaged with community organisations to explore the shared challenges we face in adapting to a changing climate. These conversations have



highlighted the importance for every organisation to develop their own adaptation plans, while also recognising the need for stronger collaboration across sectors.

- 4.70 Adapting to and preparing for ongoing climate change is a long-term journey that will take time to develop however as illustrated the foundations are being laid and by working together, we can build a more resilient Borough that is better prepared for the impacts of climate change.
- 4.71 The Council continues to support communities with this where appropriate and will maintain ongoing dialogue to identify further opportunities for collaboration. Some examples include:
 - Supporting local flood action groups
 - Using Councillor's Pride Funding to enable community-led adaptation measures
 - Signposting to relevant funding opportunities, such as Reaching Communities England.

Borough - wide partnership work

- 4.72 Although the primary focus of this report is the Councils' own activities, we continue to work with our partners to progress the climate change agenda through the Climate Change Borough Partnership. Four partnerships act as subgroups to the overall partnership.
 - Communities Climate Forum
 - Telford Sustainability and Energy Cluster (TSEC).
 - The Shropshire and Telford & Wrekin Integrated Care System Climate Change Board
 - Shropshire Good Food Partnership.
- 4.73 The Council remains committed to supporting the Borough Climate Change Partnership with the 2024 annual conference taking place at the Park Lane Centre in Woodside. This brought together partners communities and businesses borough-wide to share updates, showcase action, and develop new opportunities for collaboration. Discussions focused on both climate change mitigation and adaptation, reinforcing the shared commitment to building a more sustainable and resilient future.
- 4.74 In preparation for the 2025 conference over the summer, we commissioned an independent facilitator to lead targeted engagement with local communities, including parish and town councils, community buildings, and voluntary and community organisations. The aim was to deepen collective understanding of the environmental challenges we face, explore opportunities for stronger collaboration, and identify ways to build community resilience, supporting and involving local residents along the way. As a result, two potential projects were identified for

further exploration by attendees. shared communications and decarbonising community buildings

4.75 The 2025 Conference included speakers from the ICS, Fabweld, Shropshire Good Food Partnership, and Randlay Community Centre showcasing their work inspiring others and shared examples of their work to inspire and inform others. The event provided a further strengthening connections across the network.

Business Support

4.76 Telford's businesses play a vital role in achieving the Borough's sustainability and climate change ambitions. Many of the area's employers are leading the way in addressing climate challenges and driving forward sustainable practices.

DeterTech

"Sustainability is at the heart of DeterTech's strategic plans. In early 2026, we will manufacture and undertake end-of-life waste processing will be brought in-house, which provides us the opportunity to fully understand and influence our impact on the environment. DeterTech have control over supplier selection and processing of waste streams, holding suppliers to account for their environmental performance".

Richard Harris - Director of Technical Services DeterTech



Fabweld Steel Products

At FSP, sustainability is embedded in our business strategy, not only as a commitment to reducing carbon emissions and increasing self-sufficiency, but as a powerful driver for operational efficiency, cost reduction, and competitive advantage. Our sustainability initiatives have enabled us to streamline processes, optimize resource use, and deliver innovative solutions that support both environmental and commercial goals. By integrating sustainable practices throughout our operations, we have strengthened our market position and unlocked new opportunities for growth. For FSP, sustainability is not just a responsibility it is a catalyst for progress and long-term success.

Wayne Carter – Managing Director Fabweld Steel Products



4.77 The Council continues to support the **Telford Sustainability and Energy Cluster (TSEC)**. The cluster fosters business collaboration, drives sustainable practices, and is addressing common challenges among Telford businesses that will create a positive environmental, social and economic impact. In April 2025 TSEC considered the impact of the requirements of Environmental, Social, and Governance (ESG) which refers to a set of standards for a company's operations that socially conscious investors use to screen potential investments. Under Corporate Social Responsibility (CSR), businesses are increasingly expected to align with ESG principles.



4.78 The **Marches Energy Grant (MEG)** programme closed in April 2025. Key outcomes included awarding 21 business grants and 2 community centre grants totalling £483,532 to support. These grants supported energy efficiency improvements and sustainability initiatives across local organisations, contributing to the borough's wider climate and carbon reduction goals.

Car dealership TJ Vickers received £55,361 towards installing solar panels on its Trench car showroom. The panels are expected to generate over 72,400 kWh annually, equivalent to the electricity use of around 20 average UK homes. Thanks to the grant, the investment is projected to pay back within four years.



Plastic free

4.79 Telford & Wrekin Council continue to act as the secretariat for the Plastic Free Taskforce who meet to share experiences and work towards accreditation. This includes running awareness-raising campaigns and encouraging more local businesses and community organisations to sign up to a plastic-free pledge, committing to remove as many single-use plastics from their operations as possible. The taskforce remains focused on building momentum through local champions, targeted outreach, and celebrating success stories to inspire wider uptake.

4.80 A borough wide campaign was run over the summer covering Plastic Free July which included sharing tips, resources and information to help residents make simple swaps to reduce their use of single-use plastic. The taskforce also took the opportunity to lobby big manufacturers to encourage them to reduce plastic packaging and adopt sustainable alternatives, whilst also reaching out to local manufacturers in the borough to encourage more to get involved in the local campaign. This include features on businesses such as The Little Green Pantry in Wellington

≡ ⌂ Shropshire Star 
News Sport Entertainment Newsletters

Telford eco shop which has saved 125,000 pieces of plastic from landfill is 'fantastic example' for green schemes

A Telford business has helped to save more than 125,000 pieces of single-use plastic from landfill since opening its doors.



Supporting Community Projects

4.81 To date, the Council has awarded more than £348k to a number of community projects through the Council's Climate Change Fund. Most recently this has included:

4.82 **Climate Action Hub Telford** who, as a result of their grant, have been able to establish a presence in Wellington by holding free monthly Sustainable Sunday Events at Belmont Hall. Each event focuses on a different aspect of sustainability and looks to engage members of the public in an interactive and informative way. Attendees are treated to refreshments and sustainable plant-based snacks.

In 2024:

- A total of 918 people and 189 stallholders have attended their Sustainable Sunday events.
- People have donated 888.5 Kg of unwanted items to them, and they have re-homed 999 items.
- They also re-homed 105 Kg of clothes at their Sustainable Fashion event.
- People brought in 118 Kg of recyclable items which were sent to Terracycle and Recycling for Good Causes, and 30.2 Kg electrical items for recycling.
- They loaned out 46 books from their Eco-Library
- They served hundreds of plant-based meals and snacks



4.83 **Hollinswood & Randlay Parish Council** Thanks to support from the Climate Change Fund, Hollinswood & Randlay Parish Council installed solar panels at Randlay Community Centre in spring 2024. One year on, the system has generated 30 MWh of electricity, enough to power 10 homes annually. Of this, 7 MWh was used onsite and 23 MWh exported to the grid, significantly reducing energy costs and supporting community work. The project also delivered an estimated carbon saving of 6,212 kg CO₂e.

4.84 Building on this success, the Parish Council secured a further £60k from the Marches Energy Grant, enabling investment across all three of their sites. In total, around £130k has been invested, with £70k provided through grants including 10k from the Climate Change Fund.

4.85 **Sutton Hill Church.** In August 2023, The Climate Change Fund helped Sutton Hill Church replace all the old ground floor windows in the church building. The 28mm Double Glazed 'A' Rated Argon Filled windows represent a significant upgrade on the previous windows which were leaky, inefficient, and outdated. Now Sutton Hill Church can benefit from greater thermal efficiency of their building, reducing costs for heating and lower emissions. The users of the church will also benefit from a more comfortably heated and insulated area. The before and after example below also highlights to aesthetic improvement these windows have provided to Sutton Hill Church.



Next steps

4.86 To build on the progress made to date and to ensure that the Council's carbon mitigation work fully contributes to wider issues of extreme weather and fuel poverty the following areas of work are seen as a priority:

- To keep the Corporate Climate Change Action Plan and Adaptation Risk Register under constant review and to work across the authority to identify new initiatives.
- To continue to monitor progress on a quarterly basis to ensure change is being made and to identify and address challenges quickly. The assignment of actions to specific officers will be continued to embed accountability into the plan.
- To continue greenhouse gas accounting and comparison against the decarbonisation pathway to effectively track progress to net zero.
- To continue to explore potential sites for corporate renewable energy generation.
- To ensure that any actions to address climate change continue to support Telford's residents, community groups and businesses address the impact of increases in fuel prices and fuel poverty.
- To continue to raise awareness of climate change to staff to support better-informed decision making that incorporates climate change and its impacts.
- To continue to share the positive climate work happening within the Council and across the community by strengthening our existing communication channels.
- To continue to work with our partners across the Borough to support wider climate change actions.

5 Alternative Options

5.1 The alternative option would be to take no further action, which would result in the Council failing to deliver on its climate change commitments. This approach carries significant reputational risk, particularly given the Council's role as a community leader. Neglecting issues such as building energy efficiency and renewable energy development would lead to increased fuel costs and missed

income opportunities. It would also negatively affect the health, wellbeing, and economic resilience of businesses, communities, and residents across Telford & Wrekin.

5.2 Failure to produce and regularly update a climate change adaptation risk register would prevent the Council from identifying service-related risks and responding effectively to climate-related emergencies. This could result in higher future costs and increased disruption to services, reputational damage, and reduced resilience to extreme weather events.

6 Key Risks

6.1 The Climate Change Committee's *Independent Assessment of UK Climate Risk for the UK* (CCRA3), published in June 2021³ sets out the priority climate change risks for the UK which are also relevant locally were action not to be taken. In summary, risks in the report include:

- The impacts of climate change on the natural environment.
- An increase in the range, quantities, and consequences of pests, pathogens, and invasive species.
- more frequent and severity of flooding, and coastal erosion, causing damage to infrastructure services.
- A reduction in public water supplies due to increasing periods of water scarcity.
- The impact of extreme temperatures, high winds, and lightning on the transport network.
- The impact of increasing high temperatures on people's health and wellbeing.
- Disruption to the delivery of health and social care services due to a greater frequency of extreme weather.
- Damage to cultural heritage assets as a result of temperature, precipitation, groundwater and landscape changes.
- Impacts internationally that may affect the UK, such as risks to food availability, safety and security, risks to international law, trade routes and public health.

7.0 Council Priorities

7.1 The Council's work on climate change and sustainability is a direct response to the Council's priority "Our natural environment is protected, and the Council has a leading role in addressing the climate emergency". However, as a cross-cutting agenda it also has a significant contribution towards all other Council priorities including:

- Every child, young person, and adult lives well in their community.
- Everyone benefits from a thriving economy.

³ <https://www.ukclimaterisk.org/wp-content/uploads/2021/06/CCRA-Evidence-Report-England-Summary-Final.pdf>

- All neighbourhoods are a great place to live.
- A community-focussed, innovative Council providing efficient, effective, and quality services.

8.0 Financial Implications

8.1 The initiatives outlined in the report are funded from a combination of Council funding, and external grant funding. Finance will provide ongoing support in relation to any bids for external funding as required. Scheme expenditure is monitored on a regular basis. Financial implications are considered as part of the Risk Register.

9.0 Legal and HR Implications

9.1 The Climate Change Act 2008 (as amended) establishes a legally binding target to reduce the UK's greenhouse gas emissions by 100% by 2050 when compared with the 1990 baseline. At a local level, Section 19(1A) of the Planning and Compulsory Purchase Act 2004 requires local planning authorities to include in their local plans, policies designed to secure that the development and use of land in the local planning authority's area contribute to the mitigation of, and adaptation to, climate change. In the management of its activities, provision of its services and performance of its functions, local Councils are able to play a vital role in meeting the challenges posed by climate change. The Council has wide scope to decide how best to address these challenges.

9.2 The Council has the legal power to undertake the activities set out in the report. Implementation of the proposals in this report may give rise to specific legal issues upon which legal advice will be provided as necessary.

9.3 There are no specific human resource implications arising from this report.

10.0 Ward Implications

10.1 This report has a borough wide impact.

11.0 Health, Social and Economic Implications

11.1 Climate change is expected to continue having a significant impact on the health, social, and economic wellbeing of residents in Telford and Wrekin. For example, the summer of 2025 was the warmest on record, with prolonged heatwaves posing serious health risks—particularly to vulnerable groups such as older adults, children, and those with existing health conditions.

11.2 Many of the actions outlined in the Council's Climate Change Plan offer substantial health co-benefits, including improved air quality, increased access to green spaces, and better housing energy efficiency. These measures not only

support climate resilience but also contribute to healthier, more equitable communities. The impact of climate change is also considered in the Council's Health and Well Being Strategy 2023-2027

12.0 Equality and Diversity Implications

12.1 The Council's Climate Change Action Plan and Adaptation Risk Register take account of the legal requirement to pay due regard to the aims of the Public Sector Equality Duty. Key to this is consideration of people's specific needs based on their protected characteristics.

People who share protected characteristics of age, race, ethnicity, and disability are often disproportionately affected by climate change and its consequences. This is true locally and internationally. Extreme weather events, for example heat waves most detrimentally affect older residents and those with pre-existing respiratory and cardiovascular conditions.

The success of our climate change activity relies on active participation by the whole community. Steps are taken to make sure that events are inclusive, and the differing needs of individuals are considered so that they can access activities and contribute effectively

13.0 Climate Change, Biodiversity and Environmental Implications

13.1 This report sets out how Telford and Wrekin Council is addressing the current and future impacts of climate change and is therefore a key mechanism to support the Council's climate change work.

14.0 Appendices

- A Telford and Wrekin Council Carbon Neutral Action Plan
- B Telford and Wrekin Strategic Climate Change Adaptation Risk Register

15.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Finance	17/11/2025	18/11/2025	AEM
Legal	17/11/2025	19/11/2025	EH
KKynaston	13/11/2025	24/11/2025	KK

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Telford and Wrekin Council Corporate Carbon Neutral Action Plan (updated October 2025)

The Corporate Climate Change Carbon Neutral Action Plan reflects the Councils' priorities for climate change; to decarbonise the Council's activities, explore renewable energy feasibility, support communities in decarbonisation and build resilience against the impacts of climate change.

The Action Plan is a living document and is monitored and updated by the Climate Change Team on a regular basis. It is formally reviewed and reported to Cabinet as part of the annual Climate Change Report.

1 Adaptation			
	Action	Comments	Lead Area
1.1	Update the Corporate Risk Register annually.	The Adaptation Plan Cabinet report and accompanying Corporate Risk Register was formally adopted on 16/05/24. Risk register has been updated for 2025 and will continue to be updated annually moving forward.	Climate Change & Sustainability
1.2	Annual updates on the progress of the Adaptation Plan to be shared with Environment Scrutiny Committee.	The Adaptation Plan now forms part of a wider Climate Change report which will be presented to Environment Scrutiny Committee 4 th March 2026.	Climate Change & Sustainability

Action	Comments	Lead Area
2 Affordable Warmth		
2.1	Explore a group buying scheme for domestic solar PV and battery storage e.g. Solar Together or a local alternative.	This is currently being promoted through the Future Ready Homes scheme, working in partnership with the Marches Energy Agency.
2.2	Explore carbon reduction proposals for future NuPlace developments.	Donnington Wood Way: All Nuplace properties complete and occupied. "12 Months On" tenant case study to be developed to explore how the occupier is finding living in a Future Home. The monitoring of the impact of Future Homes properties on tenants will be used as learning and to review their roll out. Station Quarter: Works commenced on site to deliver a low carbon / sustainable scheme at the heart of the town centre.
2.3	Promotion of energy efficiency activities addressing fuel poverty for eligible residents through Telford Energy Advice (TEA).	Embedded in business-as-usual service delivery with regular monitoring by the Strategic Housing Team. This is used to monitor challenges facing residents and shape information shared via communication campaigns and to shape any new grant opportunities.
2.4	Develop support measures for residents most impacted by high energy rises but who fall outside the Government's definition of fuel poverty. This could include grants for renewable installations and	Warm And Well Telford grant now live, and extends eligibility beyond that required by the government to reach more residents "in the gap".

Action	Comments	Lead Area
	<p>insulation in conjunction with the Government's Great British Insulation Scheme (GBIS).</p> <p>Residents may be eligible if gross combined household income is less than £50,000 per year, which means we can reach more people than by using the £36,000 gross combined household income threshold set by the government.</p> <p>In a joint bid with Shropshire and Herefordshire, we were successful in securing Warm Homes Local Grant funding for all 3 authorities of £6,717,405. This funding will allow us to deliver energy performance and low carbon heating upgrades to low-income homes in the borough.</p>	
2.5	<p>Procure a second round of energy efficient lightbulbs to support vulnerable residents and those in fuel poverty.</p> <p>New supplier now in place. Since the last update, 7,184 LED bulbs have been distributed through 33 key community partners across the borough signed up as distributors, with the last order being in April 2025. Since the schemes inception in November 2022, a total of 18,184 LED bulbs have been distributed to residents to support with the cost-of-living crisis.</p>	Climate Change & Sustainability
2.6	<p>Install fabric first energy efficiency measures through the Home Upgrade Grant (2) funding for eligible off-gas properties in the borough.</p> <p>The Grant scheme was completed in March 2025.</p>	Strategic Housing & Regeneration

Action	Comments	Lead Area	
2.7	To enforce the Minimum Energy Efficiency Standards on non-compliant landlords. Ensuring all private rented properties meet the minimum EPC rating.	Embedded in business-as-usual service delivery through the Private Sector Housing Team.	Strategic Housing & Regeneration
3 Biodiversity & Carbon Sequestration			
3.1	Explore use of green finance and accreditation in the management of TWC's open space which will also increase carbon capture and resilience.	Action wording has been broadened, previous wording: "Explore accreditation schemes for biodiversity offset e.g. Carbon Credits and the Woodland Carbon Code." Biodiversity Net Gain is live for planning applications, however there is no simple mechanism for a Council to deliver offsite works; this is being monitored. Proposed that the Carbon Credits and Woodland Carbon Code is incorporated into the larger remit of borough green space management including LNRs.	Prosperity & Investment
3.2	Developments to contribute towards the maintenance and/or extension of the borough's canopy cover (areas covered by trees) through various mechanisms to be defined through the Local Plan.	The new Local Plan has been submitted to the Government Inspector and is anticipated to be subject to examination in public in early 2026. . Policy NE2 - Tree policy requires protection of trees and mitigation for any loss. Ward level	Prosperity & Investment

Action	Comments	Lead Area
3.3	As LNRS is adopted by TWC, TWC to investigate funding opportunities to deliver climate beneficial projects on TWC land that align with LNRS priorities.	canopy data and opportunity mapping to inform level and type of new tree provision within new developments.
3.4	Create and enforce a biodiversity net gain commitment for new developments such as trees and hedges.	Local Nature Reserve Strategy (LNRS) progressing in partnership with Shropshire (lead authority) and a steering group including the Environment Agency & Shropshire Wildlife Trust. No specific creation targets are within the strategy; however, it sets out areas of high potential and habitat types that would be most beneficial and practical. Adoption of the LNRS expected in early 2026 following public consultation and approval from DEFRA.
3.5	Create and enforce green space requirements for new developments through development management.	The Publication version of the new Local Plan Policy NE3, sets a minimum of 10% Biodiversity Net Gain in line with legislation and sets an aspiration for 20% subject to viability. Hierarchy to deliver onsite first before offsite solutions are considered and weighted accordingly.

Action	Comments	Lead Area
4 Borough Resources/Waste		
4.1	Promote and, where able, support circular economy initiatives through the added value commitments within the Waste Services Contract.	Annual investment from 24/25 has been 10k into the new reuse initiative. To date nearly 100 tonnes of waste has been rescued and reused. Further reuse events are planned. Ongoing Promotion through Communications and Engagement of these initiatives and education on food minimisation is delivered jointly with Veolia.
4.2	Reintroduce a food recycling service in council buildings with the potential to also engage schools.	<p>Facilities Management update - Resources to implement are currently limited. Cleaning contracts have recently been reduced so would be unable to take on the extra work of collecting the food waste bins in Council buildings. Position is subject to review with potential to implement alongside expected changes to domestic waste collection in 2026.</p> <p>Waste Team update - To drive up recycling rates across England, Central Government have introduced a number of resource and waste reforms including Simpler Recycling.</p> <p>From 31 March 2025 non-households (inc Schools) will be required to have in place collections of recycled</p>

Action	Comments	Lead Area	
	<p>materials to include plastic, cans glass, foil, a separate collection of paper and card, and also food waste Schools have control over which waste management provider they use, however we offer a recycling service at cost pass through. This has and is being promoted through the Telford Education Services team, by attending Head teachers forum, through the education newsletter and via Veolia when they deliver the education program in schools.</p>		
5 Corporate Catering			
5.1	<p>Explore school catering options with the aim to make council-run catering services low-carbon.</p>	<p>Three vans are currently hired to deliver food to nurseries and the option of switching to three EV / hybrid vans is currently being investigated. Lack of onsite charging remains a barrier.</p>	Catering Group

Action	Comments	Lead Area	
6 Corporate Estate			
6.1	Identify and deliver one community or publicly owned renewable energy project (e.g. new solar farm, solar streets, mine water district heating).	Several options are currently being investigated.	Climate Change & Sustainability
6.2	Wellington Leisure Centre refurbishment. Consultants commissioned to identify a range of energy efficiency measures with a view to submitting a bid to Salix 3c in October 2023.	£1.082M bid to Salix was successful for thermal upgrade and Air Source Heat Pump technology. Works completed in late August 2025.	bIT
6.3	Implement new power settings and usage controls on laptops, monitors and printers to reduce energy usage when not in use.	Printer reduction is part of a new contract, and laptops are part of a Lenovo zero carbon initiative.	Information and Digital Technology (IDT)
6.4	Explore new opportunities to improve the energy efficiency of the council's Property Investment Portfolio (PIP).	Potential to add Solar PV to Euston House as roof now replaced and has the structural integrity.	Regeneration and Investment
6.5	As part of the wider Levelling Up Fund-funded project to install LED lightning, solar panels, air source heat pump and upgraded thermal fabric to Telford Theatre, subject to survey.	The project design team have incorporated low power LED lighting, the reuse of existing PV and a thermal specification that goes beyond building regulation standards to increase the energy performance of the new Telford Theatre building. Following the start of demolition, construction works are due on site in early 2026 with theatre delivery in 2027.	bIT
6.6	Ercall Wood School (extension) to include LED lighting solar PV and upgraded thermal fabric.	Works currently on site. System includes upgraded thermal fabric, Solar PV, LED lighting and EV chargers. Handover August 2025	bIT

Action	Comments	Lead Area
6.7	Lawley School (extension) to include LED lighting Solar PV and upgraded thermal fabric.	Works now complete. Works included LED Lighting, Solar PV, EV chargers and thermal upgrade above building regulations.
6.8	Investigate measures to improve energy efficiency at Unit 10 Horsehay (The Skills & Enterprise Hub).	Midlands Net Zero Hub's Project Barrier Fund application is currently being filled out to enable funding to look at the feasibility of a range of measures on site.
6.10	Oakengates Leisure Centre Thermal upgrade to Fitness Suite and pool refurbishment including air source heat pump, upgrade thermal fabric etc.	Complete with site reopening on schedule on Monday 22 nd July 2024.
6.11	Captain Matthew Webb Swimming and Fitness Centre to be designed and constructed with sustainability at its core, incorporating low carbon technologies to reduce operational carbon emissions.	The project is designed with sustainability at its core, focusing on low energy consumption and reduced carbon emissions, aligning with the Council's carbon neutrality target. The Dawley area, identified as having the highest unmet demand for swimming provision, was chosen after a thorough site review. Subject to planning approval, the facility is expected to open in early 2027, creating over 20 local jobs and contributing to the Council's goal of building a better borough.

Action	Comments	Lead Area	
6.12	Work with the Midlands Net Zero Hub (MNZH) to develop next phase of improvement works to key operational buildings.	Discussions ongoing to investigate feasibility of a shared heat network between several key operational buildings. Site information has been sent across for feasibility reports to be produced with site visits to be arranged to progress these reports in early 2026.	Climate Change & Sustainability
7 Highways & Transport			
7.1	Install charging points for electric vehicles at Darby House.	Awaiting Believ to install EV charging points.	bit
7.2	Develop and implement a Corporate Travel Plan minimising car travel for staff commuting and between offices.	Car club trials continue, HR to consider wider policy elements.	Strategic Transport & Highway Network Management
7.3	Deliver the Councils electric vehicle strategy including the installation of 140 EV charging points through external funding.	The Council was awarded £683,370 from On-street Residential Charge Point scheme (ORCS) managed by Office for Zero Emission Vehicles (OZEV) for the installation of 70 dual fast EV charge points in Council car parks to support residential charge points. The Council has appointed an EV charge point operator who will deliver the ORCS funded charge points but will also fully fund additional EV charge points in Council car parks. Overall, this project could see an additional 104 EV charge points (208 sockets) installed over the next 12 months.	Strategic Transport & Highway Network Management

Action	Comments	Lead Area
7.4	Procurement of a multi partner electric vehicle framework and deployment across car parks in Telford and Wrekin – not limited to Telford & Wrekin Council ownership.	In partnership with EV operator Believ, the first 14 dual electric vehicle charge points have been successfully installed and commissioned across five car parks within the Borough. Planning and installation work is already underway for the next phase, which will see additional car parks equipped with EV charging facilities.
7.5	Local EV Infrastructure scheme	The Council has been awarded a grant of £1,020,000 from Local EV Infrastructure fund (LEVI). The Council has joined Midlands Connect Consortium with other Local Authorities to pool grant funding in order to maximise the number of on-street charge points. The consortium is currently procuring an EV charge point operator with the aim to enter into contract in the new year subject to successful procurement. It is anticipated the first on-street EV charge points would be installed from 2026 and then rolled out over a five-year period to 2031. The contract would operate for 15 years.

Action	Comments	Lead Area	
7.6	Review the Council's Fleet Services to ensure optimum efficiency and carbon reductions.	Electric bus being trialled on public bus network with a view to potentially investing in the future.	Strategic Transport & Highway Network Management
7.7	Improvements to bus and rail services through the development of the Local Transport Plan.	New contracts operational with Arriva, routes performing well since transfer and further operational benefits being explored.	Strategic Transport & Highway Network Management
7.8	Improvements to cycling and walking routes as well as a review of the Local Transport Plan to include a new Walking and Cycling Strategy.	Ongoing as BAU. Last phase of Oakengates to Town Centre scheme about to commence.	Strategic Transport & Highway Network Management
7.9	Explore the provision of a 100% renewable fast charging electric vehicle forecourt.	Council will continue to support developers to bring forward EV charging forecourts were applicable.	Strategic Transport & Highway Network Management
7.10	Identify where natural flood management approaches and Sustainable Drainage Systems (SuDS) can be used to increase carbon sequestration.	This is done ad hoc as no budget is specifically allocated for a strategic approach. No NFM or SuDS schemes are currently funded/live.	Neighbourhood and Enforcement Services
7.11	Explore public car share schemes for residents such as Co Wheels Car Club.	Linked to 7.2, to be trialled internally first.	Strategic Transport & Highway Network Management

Action	Comments	Lead Area
8 Investment and Business		
8.1	Introduce training and skills provision for industrial decarbonisation - including carbon literacy training, engagement with providers and specific apprenticeship schemes including the Retrofit Academy.	The Retrofit Academy programme continues to be provided via Local Skills Improvement Fund (LSIF) with delivery through local Training Providers.
8.2	Support the ongoing rollout of the Marches Energy Grant.	The programme closed in April 2025. A final report on what has been achieved from the project delivery partner (Worcestershire council council) has been received, highlighting the below outcomes: -Number of business grants awarded and completed = 21 -Number of community centre grants awarded and completed = 2 -Amount of funding awarded = £483,532
8.3	Support for the Telford Sustainability and Energy Cluster.	Following a study visit for businesses to Tysley Energy Park in February 2024 a programme of further visits and knowledge exchange is being delivered including to Lyreco to look at their onsite renewables which took place on the 20th June 2024. The TSEC AGM at Harper Adams University included NGED who also ran a workshop for businesses in October 2024 to address grid connection issues. Through our TSEC membership, we have also been able to introduce companies to Hemiko who are keen to engage with companies to supply heat and energy

Action	Comments	Lead Area	
	<p>networks. We have also introduced some eligible Telford businesses to The River Severn Partnership who will be recipients of funded industrial water butts for a wastewater project.</p>		
9 Planning Policy			
9.1	<p>Use the review of the Local Plan to develop robust policy that supports and promotes a move to carbon neutrality. This includes consideration of how development will need to adapt to the impacts of climate change and promotes opportunities to maximise carbon sequestration in the future.</p>	<p>The Local Plan review has now reached submissions stage and is anticipated to be subject to examination by an independent government appointed inspector, in early 2026.</p>	Strategic Planning

Action	Comments	Lead Area
10 Plastic Free		
10.1	Review single-use plastic used in the Council's procurement processes.	Procurement template documentation includes climate change & environmental questions for the supply chain.
10.2	Achieve plastic free accreditation for the borough by end 2027 (potentially first local authority to do so).	Ongoing work programme with T&WPC and partners.
10.3	Review single-use plastic used in our Care sector: first aid / medical equipment, disposable aprons, vinyl/latex gloves are not widely recyclable – research and replace with sustainable alternatives where possible.	Majority of single-use plastic comes from PPE (gloves and aprons) and greener alternatives don't appear to be widely used in the care sector and those "greener" alternatives still rely on either a biodegradable nitrile, with varying claims, or incorporating a relatively small amount of recycled plastic. Research also suggests that the energy required to produce the alternatives may leave a much larger carbon footprint. Greener alternatives are also at a premium price. Similar issues relating to purchasing single-use plastic free milk. Further work planned with the Integrated Care System (ICS).

Action	Comments	Lead Area	
11 Communications and Engagement			
11.1	Explore employee discount or salary sacrifice schemes to support employees with buying energy efficient purchases such as solar panels / battery installations.	The benefits platform continues to offer a salary sacrifice car scheme covering Electric and Hybrid cars as well as free installation of an electric home charging point (subject to conditions). There is not an option for solar panels or battery installation, and this is not something our current provider plans to offer nor are we aware of other providers who offer this. However, our current benefits contract is coming to an end so we will be reviewing our benefit platform provider over the coming 12 months and will include this as a consideration when reviewing tenders.	
11.2	Raise more awareness of climate change through events such as showcasing local food, stalls, speakers, activities and crafts etc.	We host the Marches Energy Agency (MEA) with their T&WC funded Telford Energy Advice stall at our events including Spring into St Georges Day - raising the profile of the energy saving and carbon reduction measure advice service that they offer as well as giving advice and free saving devices such as smart plugs and LED bulbs. MEA also attend the Climate Change Borough Partnership Community Forum meetings, as well as the partnerships annual conferences, developing key relationships with communities in the borough to	Culture & Wellbeing Services

Action	Comments	Lead Area
	promote and deliver their services such as Telford Energy Advice (TEA) and Future Ready Homes.	
11.3	Develop and deliver an engagement programme for local schools, community groups, interest groups and residents to promote climate change and gauge ways to support/get involved with the Borough Partnership.	Borough Climate Change Partnership event took place on 18th October 2024. The 2025 conference took place Friday 31st October at the Park Lane Centre.
11.4	Periodically hold a youth climate summit – as part of this promote and increase take-up of Eco-Schools programme.	A second Youth Climate Summit is being planned for 2026.
11.5	Ensure that all employee benefits that would contribute to our carbon reduction and carbon offsetting targets are clearly identified in our employee benefits package.	The Benefits platform has recently undergone an upgrade and refresh - as such, the content remains the same, but the look and feel has changed. Therefore, work is needed to identify those elements of the platform (e.g. salary sacrifice car and bike schemes) which contribute to carbon offsetting - this will be undertaken as part of our tender and implementation process for our new benefit platform provider.
11.6	Continue to roll out climate change awareness across the council via Ollie and through management and leadership meetings.	Ollie course "Climate Change: An Introduction" is now live. Next phase is to consider rolling out Carbon Literacy training.

Action	Comments	Lead Area
12 Performance and Monitoring		
12.1	Investigate the inclusion of additional Scope 3 emissions in the Council's baseline. This could be extended to include areas such as indirect emissions created by goods / services procured by the Council and those emissions as a result of waste generated.	We are currently looking at the feasibility of including further Scope 3 emissions as well as those already included in reporting.
12.2	Annually monitor & report on greenhouse gas emissions (CO ₂ e) of the Council's estate and services internally and publicly via corporate website.	Calculations to finalise 2024/25 carbon emissions are almost finalised subject to water consumption figures – these make up a very small proportion of our overall emissions. Six monthly reporting will continue during 25/26.
12.3	Re-establish a Council cross-working group to help support the ongoing review and monitoring of the plan.	This is currently being reviewed internally. Actions are led by individual services and reported on a rolling basis and for the annual reporting.

Appendix B - Telford and Wrekin High Level Corporate Climate Change Risk Register

Climate change adaptation refers to the process of building resilience against the current and predicted impacts of climate change.

To take a proactive, not reactive approach to climate adaptation, it is necessary that risks are identified, and measures are put in place to reduce their impact. The development of a Climate Change Risk Register forms a major part of this process.

This Corporate Climate Change Risk Register developed by Telford and Wrekin Council aims to identify the most critical risks that the Council's services and stakeholders will face. The register assesses the Council's risk to the current and predicted impacts of climate change using the four climate hazards as identified by the Met Office¹:

- Warmer, wetter winters
- Warmer, drier summers
- Extreme weather: heatwaves
- Extreme weather: flooding and storms

This Risk Register follows Telford and Wrekin Council's standard risk assessment method, ranking each risk using the 'likelihood' and 'impact' scoring matrixes (see below). Attached to each predicted risk is an accompanying mitigation measure. Predicted risks have then been given a revised likelihood and impact ranking to determine the effect of the mitigation measure if implemented. This allows the Council to determine the effect of the mitigation measure if implemented.

Telford & Wrekin Council Strategic Risk Register updated January 2019	
Definitions used in the risk register:	
<u>Likelihood of Risk Occurring</u>	
Occurrence	Description
Unlikely	Unlikely to ever occur
Rare	May occur only in exceptional circumstances
Likely	Will probably occur at some time
Almost certain	Is expected to occur in the foreseeable future

Figure 1: Likelihood scoring matrix.

¹ [UKCP18 Climate Change over land \(Met Office\)](#)

Impact of Risk if it does Occur					
Descriptor	Financial	Reputation	Physical	Environmental	Service
Insignificant	Low	No damage	None	None/ insignificant	No loss of service
Minor	<£50K	Minimal/ minimal media/ social media	Minor	Minor locally	Internal disruption only, no loss of service
Moderate	£50K to £1m	Extensive local media/social media	Violence or threats of serious injury requiring medical treatment	Moderate locally	Disruption/ loss of service less than 48 hours
Significant	£1m to £5m	National media/social media	Extensive/ multiple injuries	Major local impact	Disruption/ loss of service less than 7 days
Major	>£5m	Extensive national media (lead item)/social media	Extensive multiple injuries/ death	Major national/international	Severe disruption/ loss of service more than 7 days.

Figure 2: Impact scoring matrix

Climate Change Risk Register: High-level Risks

Ref	Hazard	Risk	Result	Likelihood without controls	Impact without controls	What are we going to do to manage the risk?	Likelihood with controls	Impact with controls
1.1	Severe weather: extreme heatwaves	Potential for roads to melt and deform	Additional maintenance expense on carriageway	Almost certain (Is expected to occur in the foreseeable future)	Significant	Incorporate Polymer Modified Binders within surfacing to increase the allowable range of the material and therefore decrease the likelihood of deformation. This is an ongoing solution with the Council partnered with Balfour Beatty and Tarmac.	Likely (Will probably occur at some time)	Moderate
1.2	Severe weather: extreme rainfall and storms	<p>Increased high wind events causes trees to come down on the highway, impacting the resilience of the network (connectivity).</p> <p>Increase flooding events will majorly impact the resilience of the highway network (connectivity), including:</p> <p>Increased rate of deterioration of roads. Physical damage to roads requiring repair.</p> <p>Working capacity of drains reduced leading to more frequent exceedance. Increased Land Drainage investigations and enforcement.</p> <p>Increased emergency response and deployment of flood barriers Increased number of enquiries from public.</p> <p>Reduced strategic development and delivery.</p>	<p>Additional demand on resources</p> <p>Additional maintenance expense on carriageway</p> <p>Reduced connectivity and mobility</p> <p>Increased numbers of property flooding</p> <p>Need to re-prioritise investment.</p>	Almost certain (Is expected to occur in the foreseeable future)	Significant	Prioritise the response within the resources available. This is an ongoing solution with the Council partnered with Balfour Beatty.	Almost certain (Is expected to occur in the foreseeable future)	Moderate

1.3	Severe weather: extreme heatwaves	<p>Information and Digital Technology (IDT) issues:</p> <ul style="list-style-type: none"> - Cabling overheating of comms-rooms - switches infrastructure - impact to networks communication - voip call centres. - Schools power outages 	<p>Disruption to the overall communications network.</p> <p>Increased pressure on Information and Digital Technology (IDT) team to resolve IT issues.</p> <p>Impact to staff wellbeing.</p> <p>Online council services unable to run.</p>	Likely (Will probably occur at some time)	Moderate	<p>Maintenance contracts for air-conditioning are up to date and services conducted regularly. This is an ongoing solution with contracts already in place.</p> <p>All services maintain business continuity plans addressing impact of loss of online services</p>	Likely (Will probably occur at some time)	Moderate
1.4	Warmer/drier summers	Increase in air particulates leads to worsening air quality.	<p>Increase in respiratory illness increase in excess morbidity, mortality.</p> <p>School closure impact on communities, increase in demands on health care services – Telford and Wrekin may be impacted from pollution that arises outside its boundary.</p>	Likely (Will probably occur at some time)	Significant	<p>Education and awareness. This is an ongoing solution with the Council partnered with UKHSA, DEFRA and ICB.</p> <p>Potential for changes in working patterns - starting earlier - longer midday breaks finishing later.</p>	Rare (May occur only in exceptional circumstances)	Moderate
1.5	Warmer/drier summers	Mechanical cooling insufficient	<p>An increase in cooling infrastructure (air conditioning installations) and energy consumption for cooling.</p> <p>Telford Ice rink cooling system fails. Significant loss of income if ice rink closes.</p> <p>Increase costs of running cooling infrastructure/ replacing broken cooling infrastructure.</p>	Almost certain (Is expected to occur in the foreseeable future)	Moderate	<p>Temporary portable Air Conditioning units.</p> <p>Ensure new and refurbished buildings have sufficient systems to maintain the required environmental conditions.</p> <p>Switch to greener cheaper energies, fabric insulation.</p> <p>New buildings designed with greater insulation to avoid extremes heat or cold.</p> <p>This is under ongoing review.</p>	Likely (Will probably occur at some time)	Moderate

			More money is spent on energy and less on other services.					
1.6	Severe weather: extreme rainfall and storms	Damage to buildings roofs. Reduction/cancellation of services – reputational impact. Health and safety of outdoor activities. Access to facilities Staff being able to get into buildings. Damage to historic assets.	Building closures. Event cancellations. Increased construction specifications. Financial costs- viability and repairs. More at risk of deterioration.	Almost certain (Is expected to occur in the foreseeable future)	Moderate	Building condition surveys. Maintenance contracts. Facility checklists. Written operating procedures/risk assessments and emergency action plans. New developments chosen in suitable locations with good green and grey infrastructure (traditional stormwater infrastructure in the built environment). Effective policy to ensure sites are conditioned and infrastructure delivery. Manage council owned assets and review Risk Register.	Likely (Will probably occur at some time)	Moderate
1.7	Severe weather: extreme heatwaves	Increase in potential of wildfires	Property damage and risk to human life, increased air quality exceedances, increased use of water. Increase demand on services. Economic impact - property loss Evacuation of areas of housing.	Likely (Will probably occur at some time)	Significant	Thorough planning to ensure that all new builds have a fire break between boundary of site and open fields. Education and awareness raising - emergency planning preparedness. This is an ongoing solution.	Rare (May occur only in exceptional circumstances)	Significant

			Cost of ongoing welfare support.					
1.8	Severe weather: extreme heatwaves	Health risks: Increase in heat stress	<p>Increased incidents of heat related health impacts/illnesses</p> <p>In particular, those who are vulnerable, elderly, those with heart and respiratory conditions and diabetes.</p> <p>This is likely to be significant for people with care and support needs, families, and carers and within the care workforce.</p> <p>Subsequent impact is that there will be an increase in demand on health and care services and the potential lack of capacity to deliver business as usual services and address additional demand.</p> <p>Care settings close leaving vulnerable people without care. Care Home Market is usually at 94% occupancy so there are no alternative locations easily available.</p> <p>Care settings come to the council to</p>	Likely (Will probably occur at some time)	Significant	<p>Ensure that estate is equipped with cooling infrastructure - ideally powered by on-site renewables to reduce running costs</p> <p>Ensure vulnerable residents are supported in times of extreme heat to reduce demand of NHS.</p> <p>Working with public health and health protection teams to promote ways to reduce heat stress – to staff and residents.</p>	Rare (May occur only in exceptional circumstances)	Moderate

			increase fees to support installation of climate management systems.					
1.9	Severe weather: - extreme heatwaves - extreme rainfall and storms	Infrastructure risk: lack of access to health services	<p>Due to current and future infrastructure challenges, travel and public transport options may be severely limited for residents.</p> <p>This will impact on their ability to receive timely support for their needs which will subsequently cause an increase in demand on health services as people are unable to receive the preventative support at the right time.</p> <p>This could also mean that people are unable to receive/access emergency care when needed which could potentially result in an increase in deaths.</p>	Almost certain (Is expected to occur in the foreseeable future)	Major	<p>This forms part of the Council's emergency response, alongside the Integrated Care System. Guidance would be shared with all staff and promoted to residents about how to keep safe and access health services in potentially different ways.</p>	Likely (Will probably occur at some time)	Major
1.10	Severe weather: extreme heatwaves	Infrastructure risk: access to records limited due to server failure and / or computer failures due to overheating.	Employees are unable to view people's records to enable a full picture of the person's needs. Business Continuity Plans will be instigated which will include information at a point in time but	Likely (Will probably occur at some time)	Significant	<p>This is part of the current Business Continuity Plans and procedures are already in place to ensure a copy is available should the servers fail.</p>	Rare (May occur only in exceptional circumstances)	Significant

			long periods of time without records will have an impact on the person, their family and the people who are providing the care and support needed.					
1.11	Severe weather: - extreme heatwaves - extreme rainfall and storms	Pressure on Health Systems – GP and Hospitals.	Increase risk of health complications and death in vulnerable people.	Almost certain (Is expected to occur in the foreseeable future)	Significant	<p>This forms part of the Council's emergency response, alongside the Integrated Care System.</p> <p>Guidance would be shared with all staff and promoted to residents about how to keep safe and access health services in potentially different ways.</p>	Almost certain (Is expected to occur in the foreseeable future)	Significant
1.12 Page 94	Severe weather: extreme heatwaves	Heatwaves pose a health risk to vulnerable residents in the Borough, i.e. elderly and young children.	Increased cases of sunstroke/dehydration/heat-related deaths.	Almost certain (Is expected to occur in the foreseeable future)	Major	<p>Work with Town and Parish Councils and other community organisations to identify the most vulnerable residents in their communities.</p> <p>Map and signpost cool spaces for community use.</p> <p>Work with Town and Parish Councils and other community organisations to promote this</p> <p>Support the creation of a 'information pack that is circulated to Members, alongside the delivery of an in-person 'deep dive' Members session that covers climate change, community impacts and adaptation. An Emergency Plan template has been developed and shared with Town and Parish Councils to be reviewed annually to enable them to add a climate lens on to any emergency</p>	Likely (Will probably occur at some time)	Moderate

						they may need to prepare for. Support the creation of awareness and education materials for members on sunstroke/dehydration. Use a range of materials: online/postal/displays in community 'hubs' (i.e. libraries).		
1.13	Severe weather: extreme rainfall and storms	Flash flooding affecting areas away from rivers.	Residents/communities who are not experienced with flooding are significantly impacted due to ill-preparedness.	Almost certain (Is expected to occur in the foreseeable future)	Significant	<p>Town and Parish Councils/members to input into list of emergency flooding contacts for their areas.</p> <p>Support the creation of a 'disaster pack' that is circulated to Members, alongside the delivery of an in-person 'deep dive' Members session that covers climate change, community impacts and adaptation. An Emergency Plan template has been developed and shared with Town and Parish Councils to be reviewed annually to enable them to add a climate lens on to any emergency they may need to prepare for, including flooding. This will form part of BAU for disaster planning in each ward.</p> <p>Learn/knowledge share from wards who have more experience in adapting to flooding events (i.e., Ironbridge).</p> <p>Members to help, where appropriate, with practical measures such as</p>	Likely (Will probably occur at some time)	Moderate

						supporting with/promoting actions e.g. clearing drains.		
1.14	Hotter, drier summers	Increased risk of long-term drought/water shortages.	Long-term drought and water scarcity will impact everyone living and working in the Borough	Likely (Will probably occur at some time)	Significant	<p>Support in the creation of awareness and education materials for members that address water shortages to circulate within the community.</p> <p>Work alongside Town and Parish Councils and community organisations to encourage behaviour change during periods of drought – e.g. water rationing.</p> <p>Encourage residents to collect water.</p>	Likely (Will probably occur at some time)	Moderate



Borough of Telford and Wrekin

Cabinet Report

Tuesday 6 January 2026

Telford & Wrekin Youth Strategy

Cabinet Member: Cllr Shirley Reynolds - Cabinet Member for Early Years, Children, Young People, Education, Employment & Skills.

Lead Director: Simon Wellman - Director: Education & Skills

Service Area: Education and Skills

Report Author: Rebecca Carey, SDM Achievement and Enrichment and Scott Thomas-White, Principal Safeguarding and Enrichment Specialist

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Wards Affected: All Wards

Key Decision: No

Report Considered by: SMT – 2 December 2025
Business Briefing – 11 December 2025
Cabinet – 6 January 2026

1.0 Recommendations for decision/noting

It is recommended that Cabinet:

- 1.1 Approves the Telford and Wrekin Youth Strategy, (Appendix B) that sets out our strategic approach to delivering a youth offer across the borough.
- 1.2 Agrees to delegate authority to the Director of Childrens Services, in consultation with the Cabinet member: Children, Young People, Education, Employment & skills, to amend future versions of the Youth Strategy considering changes to national policy.

2.0 Purpose of Report

2.1 This report sets out the proposal of the Youth Strategy in Telford and Wrekin. The proposal is underpinned by the Council's statutory duty, as outlined in Section 507B of the Education Act 1996, to ensure, so far as is reasonably practicable, that sufficient educational and recreational leisure-time activities are available for young people.

2.2 The proposed strategic Youth Strategy will be built around a three-part concept:

1. Youth Activities (universal): Broad, inclusive opportunities delivered by a range of providers, this includes activities such as urban games, sports and leisure activities including football, netball and rugby. Alongside these there are groups provided by uniformed organisation such as the cadets, scouting and girl guiding. These activities are available at no costs or at a small charge to parents. Providers of these activities access various funding streams. The council do fund a range of activities including urban games and leisure school holiday provision.
2. Youth Clubs (targeted): Youth work-led provision targeted at priority groups based on a new commissioned model using additional investment. This proposal will enhance the current offer providing targeted support through a commissioning model that supports long-term planning, quality assurance, and local innovation. The intention is to draw on insights from the Local Needs Youth Offer Assessment (LNA), national best practice, and extensive engagement with young people, providers, and community stakeholders.
3. Youth Support (specialist): specialist-based support delivered through Family Hubs including a specialist hub and partner organisations. This is using existing services and provides services to targeted groups including, children in care, SEND and young carers.

3.0 Background

3.1 Youth services across England have come under renewed national focus in recent years, with the UK Government reaffirming the critical role they play in supporting young people's development, well-being, and life chances.

3.2 The 2022 national review of out-of-school youth programmes, alongside the introduction of the National Youth Guarantee and updated statutory guidance, has highlighted the importance of ensuring all young people, regardless of where they live, have access to:

- Regular clubs and structured activities.
- Opportunities for adventure and experiences away from home.
- Volunteering and social action opportunities.

3.3 These priorities are embedded in the Statutory Guidance for Local Authorities on Services to Improve Young People's Well-being, which outlines the duty of councils under Section 507B of the Education Act 1996. This duty requires local authorities

to secure, so far as reasonably practicable, sufficient educational and recreational leisure-time activities for young people aged 13-19, and for those with learning difficulties or disabilities up to age 24, and in so create a local boroughwide Youth Strategy.

- 3.4 The 'Youth Matters' national youth strategy was published on 10th December [DCMS Youth Strategy accessible final](#). The council strategy is clearly aligned to the national priorities, it goes above and beyond to deliver a needs-led, sustainable model of youth provision. It is built on ensuring that services are targeted to areas of greatest need, shaped by youth voice, and delivered in partnership with the community and voluntary sector.
- 3.5 The Council recognises that youth provision is not only a statutory obligation but a strategic investment in the borough's future, contributing to safer communities, improved health outcomes, and greater educational and economic opportunity. It also recognises that it is not the sole provider for all youth provision in the borough and will continue to work in partnership with the many community and voluntary sector organisations who are key delivery partners.
- 3.6 The Strategy will provide a model that will ensure provision is:
 - Targeted: Focused on areas of most need and identified vulnerable groups, based on LNA findings.
 - Sustainable: Moves away from sole reliance of short-term grants to multi-year contracts, enabling continuity and long-term planning.
 - Quality Assured: Embeds safeguarding, monitoring, and outcome-based delivery into provider contracts.
 - Flexible: Allows services to adapt to local needs and feedback, supported by digital tools and ward-level insights.
 - Empowering: Supports local innovation and enables providers to access external funding, reducing pressure on Council budgets.
- 3.7 Telford and Wrekin's Youth Strategy is underpinned by a commitment to inclusivity, locality-based delivery, and strategic coordination. The Council recognises that youth provision extends beyond traditional youth clubs to encompass a broad and diverse range of opportunities that reflect the interests, needs, and aspirations of all young people.
- 3.8 A diverse youth offer includes sports, arts, volunteering, mentoring, digital engagement, and targeted support. This breadth ensures that young people from all backgrounds, including those with SEND, aged 16–18, or from underrepresented communities, can access meaningful, developmentally appropriate experiences.
- 3.9 Engagement with young people and other stakeholders, including parents and carers, youth sector providers, town and parish councils, partner agencies and schools, throughout the creation of the Youth Strategy, has been key and central to all the work and this continues to take place.

3.10 Consulting on the priorities outlined in the Youth Strategy has been an essential part of its development and ensures that it accurately represents the needs and aspirations of young people.

Over the autumn term consultation has continued with the purpose to:

- Gather feedback from a broad range of stakeholders, including youth providers, partner agencies, schools, parents, and most importantly, young people themselves.
- Ensure the strategy is co-produced and shaped by those who will benefit from and deliver the Youth Offer.
- Identify gaps, priorities, and opportunities for improvement before finalising the commissioning framework and implementation plan.
- Build consensus and shared ownership of the Youth Strategy, supporting long-term sustainability and impact.
- Agree the final format of the strategy before publication.

3.12 The strategy is deliberately designed to be accessible to its target audience – young people. Much consideration has been taken as to the language used throughout the strategy and to the design itself. This is to ensure that young people can relate to the strategy, technical language and abbreviations have been kept to a minimum. Great effort has been taken to explain terminology that many young people may not be familiar with. (Appendix B)

3.13 Authentic co-production has been central to the production of the strategy, and the introduction has been written by local young people and reflects their needs and wishes (Appendix A).

3.14 The council has carried out its LNA, a statutory duty to capture the views of young people that allowed the council to understand the current landscape of youth provision on offer. The LNA assisted in identifying where provision is strong and where gaps remain, particularly in areas of most need and for identified vulnerable groups. This process led to a comprehensive review of existing services which involved mapping current provision, including youth clubs, sports programs, arts initiatives, and targeted support services to identify what is already in place and where gaps may exist. It also provided the opportunity to review how a variety of funding streams are allocated and the makeup of delivery partners across the borough.

3.15 As well as the LNA, the Council's **Youth Development Officer** has had a key role in actively engaging with a diverse range of young people across schools, community settings, and youth clubs to capture their voice and views on local youth provision. This has included meeting those accessing services and those not. Ensuring a broad representation of voices. Young people have shared feedback on feeling safe, mental health support, and the need for accessible, inclusive

opportunities. These insights have created a feedback loop that has informed the LNA and shaped the priorities for the Strategy.

- 3.16 As part of the developing youth strategy young people and their families will be able to access a range of information about the local youth offer through a centralised digital platform designed by young people, this work is being supported by a wider communications plan, developing the way information about the local youth offer is shared with young people. For example, using social media channels as a way of reaching a wider number of young people in the borough.
- 3.17 The National Youth Agency (NYA) are key to supporting local authorities in developing youth strategies. They facilitated a **peer pairing** with South Gloucestershire, which provided valuable insights into the benefits of Youth Strategy with a commissioned model of targeted delivery. Their approach, focused on centre-based and detached youth work in areas of most need to deliver inclusive, high-quality provision. With an emphasis on empowering local providers and targeting support to identified vulnerable groups.

4.0 **Summary of Main Proposals**

The Youth Strategy is designed to align existing provisions, not replace them. It aims to be inclusive, locally responsive, and strategically aligned, while securing long-term sustainability and quality through commissioned partnerships. This strategy builds on the strong foundations of this existing youth offer which has been mapped out through our LNA. Currently there are a wide range of universal youth activities on offer across the borough. There are 28 targeted youth worker led youth clubs which are facilitated by several youth providers, some of which are funded by the council. There are bespoke provisions for children in care, young carers and young people with special education needs and disabilities (SEND) (Appendix C). We have 8 family hubs which provide specialist youth and community support services, and this includes a specialist family hub (Appendix D).

The focus is on:

- 4.1 Ensuring services are shaped by lived experience and reflect the aspirations of young people.
 - To ensure youth voice is at the heart of the Strategy, the Council has established the **Voices in Unity** group, which are facilitated by the Youth Development Officer. This group brings together young people from diverse backgrounds to share their experiences and influence decisions on services and activities. This includes both young people who are engaged in local youth provision and those who are not. This group will act as a formal forum for co-production, ensuring that priorities set out in the strategy continue to reflect the needs and aspirations of young people. A plan for an annual Youth Summit will allow young people to showcase the impact of the strategy and influence future priorities.

4.2 Provide strategic oversight for the boroughs Youth Activities and Youth Support offer, to ensure that together with partners, young people continue to have access to broad, inclusive opportunities and community-based support.

- To monitor the implementation of the Youth Strategy, the council has re-established the **local youth partnership board** and it will be responsible for overseeing the development and delivery of the youth strategy over the coming years. The board will meet quarterly to review progress, monitor outcomes, and shape future priorities, ensuring the strategy remains responsive to local needs. It will bring together representatives from across the youth sector, the Council, local agencies and young people themselves to create a shared vision with a view to fostering collaboration between children, young people, and local partners. This approach will ensure that the strategy reflects the voices and experiences of young people and the organisations that support them.

4.3 Strengthening internal coordination across Council services to support a cohesive and responsive delivery model.

- In writing the strategy, the council has reviewed its wide **internal youth delivery partnership**. Teams across the Council, including Safer Stronger Communities, Community Support, Family Hubs, and Children's Safeguarding, contribute to youth provision through funding, training, quality assurance, and direct delivery and continue to be active in the design of the youth offer. This collaborative infrastructure is essential to a strategy for sustaining a borough-wide offer that is both strategic and responsive.

4.3 Building and securing youth work-led Youth Clubs, that provides provision through a commissioning model, securing partnership working with a range of youth providers.

- The strategy recognises the valuable work of existing youth providers and through its development, the Council has carried out consultation designed to build collaborative relationships and gather insights on current provision. This has provided an understanding of the challenges and opportunities within the local youth sector, allowed for sharing of best practices, and identifying areas for joint working. As a result of this engagement, a **provider partnership network** has been established to create a formal platform for ongoing collaboration.

4.4 Implementing borough-wide systems for data collection to monitor impact, track participation, and inform future planning and investment decisions.

- To be able to monitor and report back to stakeholders about the impact of the Youth Strategy and inform future priorities. This will include tracking participation, agreeing KPIs with providers about impact of delivery. Providing annual review of sufficiency and quality and ensure safeguarding and quality assurance.

4.5 The mission statement of the strategy is that ***We want Telford and Wrekin to be a child friendly borough where every child and young person is healthy, safe and can achieve their potential.***

4.6 The Youth Strategy is aligned with the council's overarching council corporate vision - Telford and Wrekin 2032 and the CYP Strategy 2025–28. It supports the boroughwide priorities for children and young people of Start Well, Stay Well, Enjoy and Achieve, and Keep Safe, contributing to the vision of a 'Child Friendly Telford and Council's wider ambition to become a Child Friendly Borough. Initiatives, such as 10 by 10 and 5 by 5 reflect a borough-wide commitment to early enrichment and inclusion, creating a strong foundation for lifelong engagement.

4.7 The Youth Strategy also directly supports the priorities of the Telford and Wrekin Health and Well-being Board, particularly its commitment to improving outcomes for children and young people through a focus on prevention, early intervention, and tackling inequalities. By embedding youth provision locally and aligning with the 'Start Well' and 'Closing the Gap' themes of the Health and Well-being Strategy, the Youth Offer contributes to the borough's ambition for every child and young person to live well in their community. This includes promoting mental health, resilience, and social connection, key determinants of long-term well-being.

5.0 Alternative Options Considered

5.1 An alternative option would be for the borough to maintain the current model of youth provision, but this would not enable us to collectively understand our local needs and develop provision accordingly and risks non-compliance with the Council's statutory duties

6.0 Key Risks

6.1 Without a strategy the local area and our key partnerships will not be clear about how we intend to develop our ambitions around this agenda and to support areas of development. This could result in the continuation of a youth offer that is not aligned to needs of young people in the borough.

7.0 Council Priorities

7.1 The proposals outlined in this report support the following Council priorities:

- Every child, young person, and adult lives well in their communities
- Everyone benefits from a thriving economy
- A community-focused, innovative Council providing efficient, effective, and high-quality services.

8.0 Financial Implications

8.1 The Council's youth services are funded through several funding streams and this strategy is intended to align existing provisions. The ongoing budgetary provision for youth services forms part of the Council's overall budget strategy and processes

and is considered as part of this annual cycle. Where additional investment is required, this will be determined through the usual approval procedures for growth.

9.0 Legal and HR Implications

9.1 The Council has a statutory duty to, so far as is reasonably practicable, secure sufficient educational and recreational leisure-time activities for qualifying young people, for the improvement of their well-being, along with sufficient facilities for the same. The proposals in this report set out how the Council intends to meet its duties. Legal advice will be provided on an ongoing basis as the proposals emerge.

9.2 There are no direct HR implications arising from this report.

10.0 Ward Implications

10.1 A borough wide strategy will have a positive impact for young people across all wards.

11.0 Health, Social and Economic Implications

11.1 The Youth Strategy is designed to deliver wide-ranging benefits for young people's health, social development, and economic prospects across the borough..

12.0 Equality and Diversity Implications

12.1 The Youth Strategy is underpinned by a strong commitment to equality, diversity, and inclusion, ensuring that all young people, regardless of background, identity, or ability, can access meaningful opportunities.

13.0 Climate Change and Environmental Implications

13.1 The environmental impact of the Youth Strategy is expected to be minimal; however, the programme presents opportunities to promote environmental awareness and sustainable practices among young people.

14.0 Appendices

- A Forward for the Youth Strategy written by our young people
- B Telford and Wrekin Youth Strategy
- C Map of youth clubs and family hubs
- D Youth clubs and family hubs

15.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Director	18/12/2025	19/12/2025	SW
Legal	18/12/2025	19/12/2025	RP
Finance	18/12/2025	19/12/2025	TD

Young People's Introduction

We, the young people of Telford and Wrekin, want this strategy to focus on the issues that matter most to us. We have spoken openly about the pressures we face and the changes we want to see. Mental health, safety, bullying, discrimination, poverty and inequality all affect our lives, and we believe these challenges must be tackled alongside creating more opportunities, positive activities and safe spaces for young people.

We want every young person to feel included, respected and supported. This means being able to get help earlier, from professionals who are trained to listen, understand and respond in ways that are safe and respectful. It also means making sure that young people across all communities have fair access to places where they can learn, be creative, take part in sport and enjoy themselves.

We want our voices to count in every decision that affects us. Young people from all backgrounds and experiences, including those whose voices are not often heard, must be included so that no one is left out. Adults should work with us, not just for us. We want Telford and Wrekin to be a place where young people feel proud to grow up, a Borough that celebrates us, invests in us and gives every young person the chance to succeed. Tackling inequality, improving mental health and creating opportunities are all connected, and together they will shape a better future for us, helping us to be the best versions of ourselves.

At the same time, we know that young people bring energy, resilience and creativity to our communities. This strategy should build on our strengths, not only respond to the challenges we face.

Above all, we want a future that feels hopeful, fair and full of opportunities. We want to live in a Borough where young people's voices are valued, where support is always there when we need it, and where we can thrive and reach our potential. This strategy is our chance to make that happen, together.

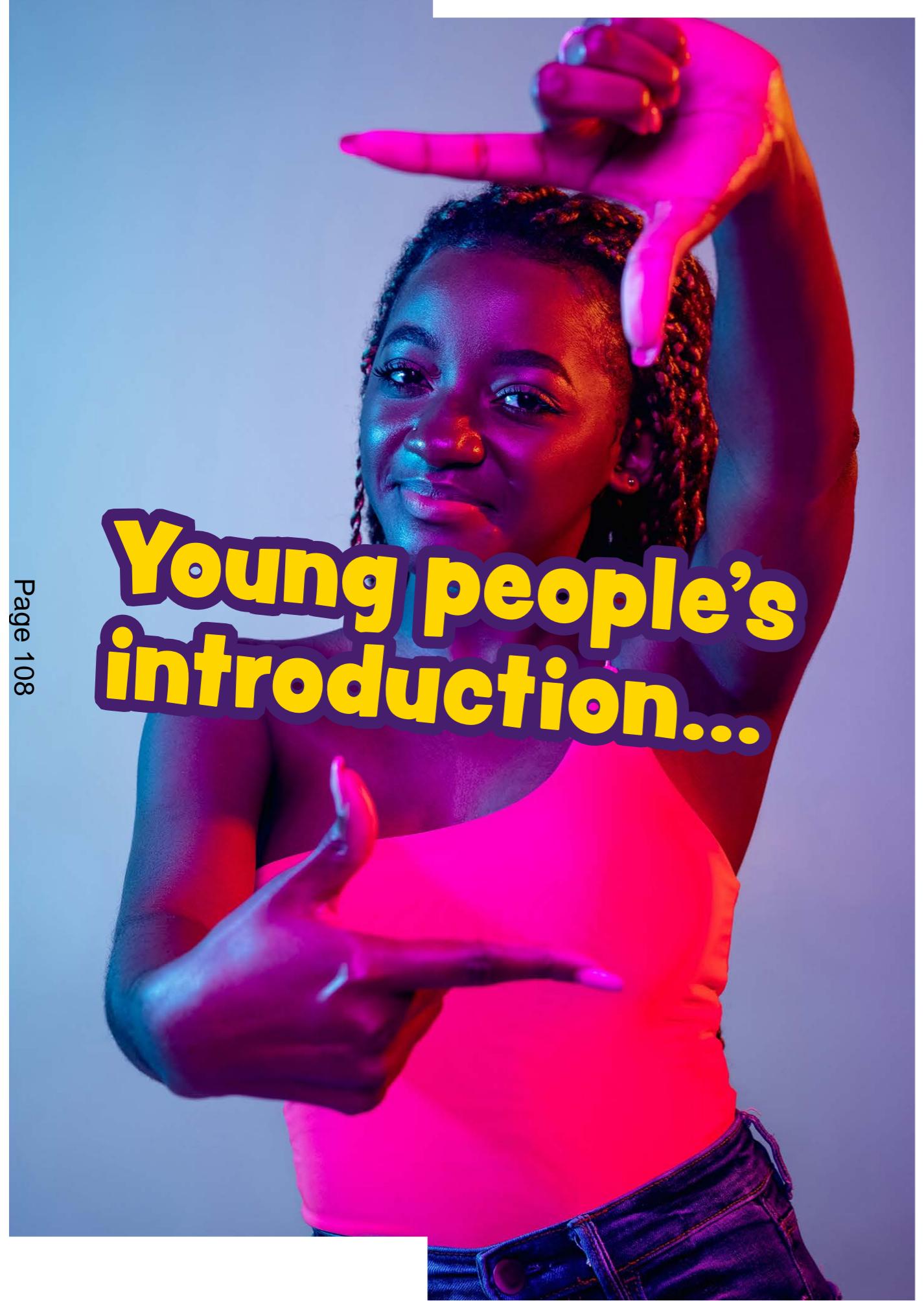
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TELFORD AND WREKIN

Youth Strategy





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What do we mean by 'youth'?

In the context of this strategy, 'youth' means every young person in Telford and Wrekin aged between 10-19 years and those aged up to 25 years of age with special educational needs and disabilities (SEND) or other additional needs that require further support.

What's it like to live in Telford and Wrekin as a young person?

Telford and Wrekin is home to **191,915 people**, and around **56,000** are aged 0-24. It's a growing and diverse Borough, with **nearly 24% of under-16s from minority ethnic backgrounds**. But life isn't equal everywhere – **18 areas (17%) are among the most deprived in England**, and some communities face big challenges like low income, poor health, and fewer opportunities.

For young people, this means experiences can vary a lot depending on where they live. Some areas have great facilities and activities, while others have very little. **9.7% of young people have a disability**, and many told us they want more accessible spaces and support for mental health and wellbeing.

Why does this matter?

Not all young people can travel easily or afford activities, so having **centralised youth provision** and **local hubs in the areas that need it most** is vital. This ensures:

- * **Equal access** for young people with special educational needs or disabilities (SEND).
- * **Safe spaces** in communities where young people feel most at risk.
- * **Opportunities for everyone**, no matter their background or postcode.

By creating a strong, inclusive youth offer, we can make sure every young person in Telford and Wrekin has the chance to feel safe, supported, and connected.

Where does this information come from?

This is based on the **Joint Strategic Needs Assessment (JSNA)** – a big piece of research that looks at what life is like for people in Telford and Wrekin. It helps the Council and partners understand what young people need so they can plan and deliver better services.

Why do we need to have a Youth Strategy

Young people spend the majority of their time outside of school and what happens during those hours really matters. Having access to fun, safe, and meaningful activities, like sports, arts, youth clubs, volunteering, or just somewhere to hang out, can make a big difference to how young people feel, grow, and succeed.

Getting involved in youth activities can help with:

- * Feeling better mentally and emotionally
- * Building confidence and resilience
- * Doing better in education
- * Making friends and feeling part of a community
- * Staying safe and out of trouble
- * Preparing for future jobs and opportunities

It's not just good for individuals – it helps whole communities thrive.

Telford and Wrekin Council is committed to making sure there are enough good-quality activities and places for young people to go in their free time. This strategy helps make that happen.



Introduction

At the Council we have a commitment to make sure that young people in Telford and Wrekin have a range of educational and recreational activities on offer to them.

Our vision

We want our young people to know that we hear them and we will be at the heart of bringing together the Telford and Wrekin's youth sector to collaborate and work alongside them to understand and respond effectively to their needs.

The voices of young people are at the heart of everything we do together to bring about positive change. Therefore, we want to ensure that the youth sector and young people can work closely together to shape communities and to create opportunities.

We are working together with young people, youth organisations, schools, health services, and lots of others to create and deliver something important: **our Telford and Wrekin Youth Strategy**.

It's a plan that sets out how together we will all help make life better for young people across our Borough between now and 2029.

We want Telford and Wrekin to be a Child Friendly Borough where every child and young person is healthy, **safe** and can achieve their potential. In writing our Telford and Wrekin Youth Strategy, we have listened to **what** young people have to say, **what** they've told us about what matters to them, **what** they need, and **what** they want to see change. We also looked at what's happening in our communities and what the law says we should be doing to support our young people.

As part of this we have undertaken what's called a **Local Needs Assessment** which has allowed us to look at what is currently available to young people and identify where there may be gaps in provision.

Local Needs Assessment – What does this mean for young people in Telford and Wrekin?

The Local Needs Assessment shows that while there are some great activities and youth clubs in the Borough, not everyone can access them easily. Young people told us they want more local, affordable, and varied activities like sports, gaming, music, and creative sessions. Mental health support is a big priority, as well as feeling safe in the community. Many young people also said they don't always know what's available, so better advertising and communication are needed. The report highlights that some areas, including areas where young people have the most needs have very little youth provision, and more safe spaces are needed too.

Youth Partnership Board – what is its purpose?

To really make a difference for young people, the Youth Partnership Board is working to engage with a wider, diverse range of youth sector organisations.

The Youth Partnership Board will oversee the strategy delivery over the coming years. The Board will meet four times a year to look at what's happening in the youth provisions across Telford and Wrekin and shape



any future priorities. It will be made up of representatives from across the young sections; everyone who has a vested interest in getting our youth provision right, including young people like you.

The Council has also supported the development of a local youth provider network so that people from lots of different youth groups and organisations can give their unique perspectives and views – and this goes back up to the Partnership Board.

We will strive for a shared youth sector approach with participation and coproduction at the heart of what we all do, taking a “you said, we did” approach.

We've re-established the **Youth Partnership board** which will enable young people together with those from the youth sector to regularly review how well the strategy is being implemented and what needs to be done next.

As a Council we want all of our young people in Telford and Wrekin to know that we are committed to doing our very best for them and have embedded our youth priorities into the Council's wider **Children and Young People's Strategy** (2025–2028). <https://democracy.telford.gov.uk/documents/s25137/Appendix+A---Children+and+Young+People+Strategy+2025-2028.pdf>

We have done this because we recognise that youth provision is not only something we must do by law, but an investment in 'you', our Borough's future and it contributes to safer communities, improved health outcomes, and greater educational and economic opportunities.

So, what's this strategy all about?

It's about making sure young people:

- * **Feel safe, healthy, and happy**
- * **Have places to go, things to do, and people to talk to**
- * **Have voices that are heard and make a difference**
- * **Get support** when it's needed, especially if life's been a bit tough or if an individual has some extra needs

To do this, we have had to develop a clear plan that shows how the things we do will lead to positive changes for young people in Telford and Wrekin and we have considered what we do, why we do it and what success looks like.



What we are doing	We know these activities will make a difference because	What success will look like
Bringing people and partners in the youth sector together: <ul style="list-style-type: none"> * Youth Partnership Board * Family Hubs, including youth and community support * Safeguarding and community boards 	We involve young people in shaping services.	Young people help lead decisions. Their emotional wellbeing improves
Creating: <ul style="list-style-type: none"> * Youth clubs and activities * A network of youth providers * A process for ensuring the quality of youth provision 	We work together across different organisations.	Services work better together to make a positive difference to the lives of young people.
Develop: <ul style="list-style-type: none"> * A plan to train and grow the youth workforce 	We have skilled staff who understand young people.	Youth workers are well-trained and supported. Young people feel safer.
	We follow youth work values like trust, respect, and inclusion.	More young people can access good quality youth services.

What have young people told us?

This strategy will not make a difference to young people if it doesn't address the things they say are important, so lots of time has been spent capturing the viewpoints of young people which has shaped our plan and established some top priorities.

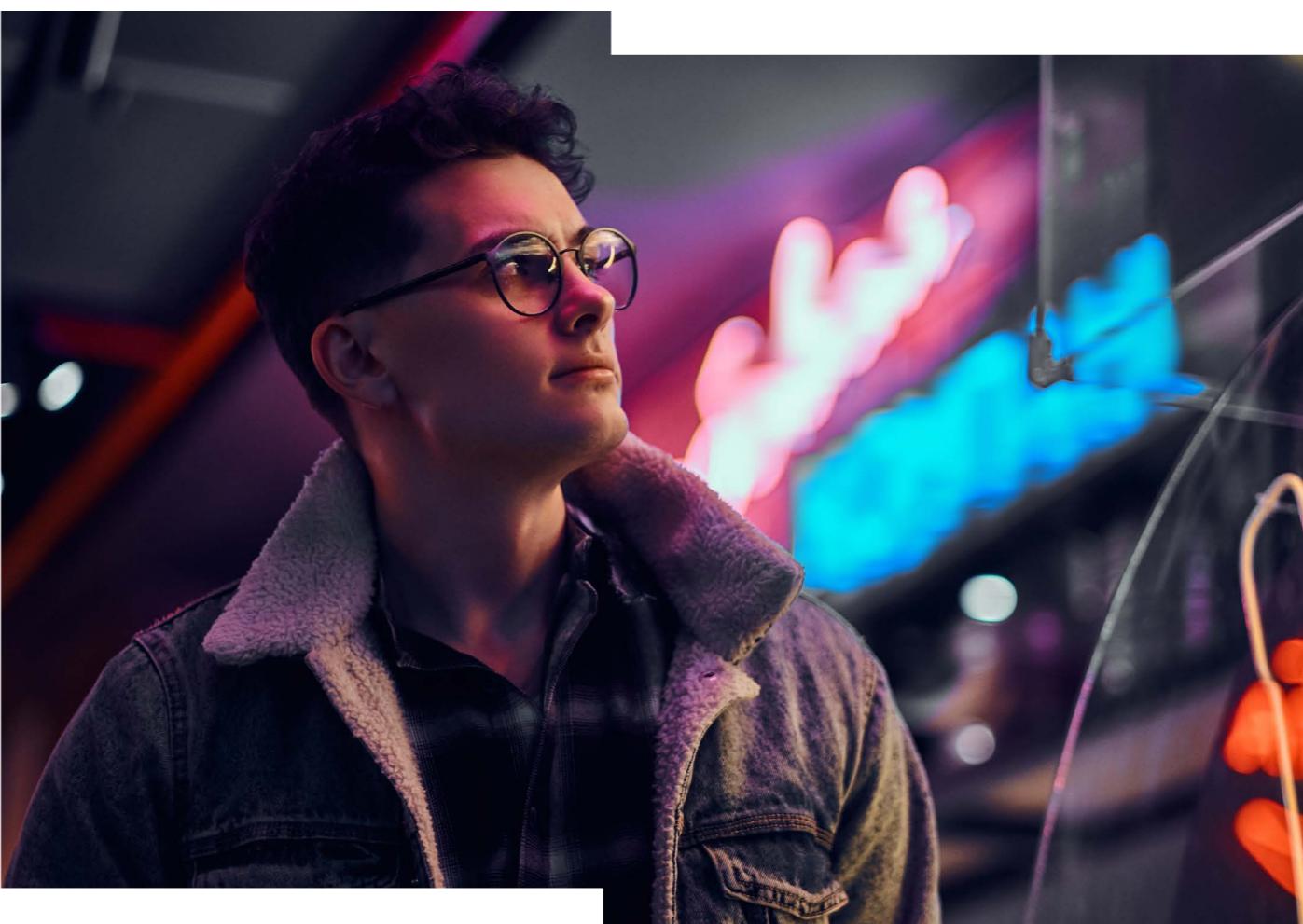
This is what some of the young people in Telford and Wrekin are saying:

- * You want more places where you feel welcome and safe.
- * You'd like quicker access to mental health support.
- * You want adults to listen and actually act on what you say.
- * You'd love more chances to try new things, like sports, arts, volunteering, and work experience.

What are our big goals?

We have taken note of the key things. Young people want us to know that these are important, and we want to make sure they are our priorities too:

- * **Your voice matters** – we want you to speak up and help shape decisions.
- * **Great youth clubs and activities** – we're making sure they're fun, safe, and easy to get to.
- * **Support for your wellbeing** – whether you're feeling stressed, anxious, or just need someone to talk to.
- * **Feeling safe in your community** – we want you to feel confident walking around your neighbourhood.



How are we making this happen?

Your Voice Matters

We believe young voices should be heard loud and clear and we're working with youth clubs, schools, and other organisations to make sure everyone's on the same page.

We want as many young people as possible to help lead the way by:

- * Joining youth forums and school councils
- * Helping to plan events and activities
- * Telling adults what's working and what's not

Whether it's through a school council, youth group, or just by sharing your ideas, we want to hear from as many young people as possible.

We've set up a dedicated **Voices in Unity** network which will ensure young people can have a say in how well the youth strategy is working. It will explore, what could be done to improve things and celebrate where it is making a real difference to young people in Telford and Wrekin. The Voices in Unity network will work directly alongside other youth representative groups. It'll be a place to speak directly to decision-makers and make real change happen.

We even have an **annual Youth Summit** planned as part of the strategy where young people take the lead and show what is being achieved.

Voices in Unity Network – Who make up this group?

Voices in Unity is your chance to make a difference in Telford and Wrekin.

It's a youth board where young people aged 13 – 19 (or up to 24 if you have additional needs) work together with professionals to shape services, activities, and opportunities that matter to you. Whether it's improving mental health support, creating fun things to do, or making sure everyone feels included your voice counts.

How to get involved:

Visit the [Telford Youth Offer](#) website to find out more.

Email youthoffer@telford.gov.uk to register your interest.

Or You can also join through your school, college, or local youth group.



We'll know this is having positive outcomes in this area because:

- * Young people will tell us that they have an improved sense of wellbeing by being involved in decisions that impact on their lives.
- * Services and decisions are increasingly led by the involvement of young people through coproduction, participation, and consultation.
- * Services are more inclusive and accessible due to young people's influence.
- * Individuals are more in control of their own lives and things that affect them personally.
- * A greater number of young people are involved in decision making.



Great youth clubs and activities

What's available in Telford and Wrekin?

We've got a strong youth sector here, which means there are loads of people and places working together to support young people. Here's how it works:

- * **Youth activities** – these are open to everyone! Think sports, games, arts, and fun stuff happening all across Telford and Wrekin.
- * **Youth clubs** – we are working to make sure that there are youth clubs in as many areas of Telford and Wrekin as possible that will offer safe spaces to go where there are things for young people to do and get some help if its needed and they're run by trained youth workers.
- * **Youth support** – if there are some individual extra needs or things going on in life that are making it a little difficult, there are special services that can help. These are often based in places called Family Hubs.

Telford and Wrekin really do have so many things on offer for young people. There are 6 leisure centres offering a range of activities run by both the council and private and voluntary organisations. During the holiday periods specialist and discounted sessions are available to young people with information available at [Holiday Activity Programme – Telford and Wrekin Leisure Services](#). Also running during the holiday periods are out Urban Games [Telford & Wrekin Council | Urban games](#) and Happy Healthy Active Holiday clubs [Happy Healthy Active Holidays](#)

Our local facilities also include the Madeley Ski Slope and the Dawley National BMX track.

We also want you to be able to unlock your own potential and the Leader and Cabinet members of the Council have set up a Young Person Grant Scheme which young people can apply for up to £500 to help with:

- * education, employment, and training
- * starting up their own business
- * additional help to pursue extracurricular activities to support their learning and development.

Information about the applying for the grant can be found at [Telford & Wrekin Council | Bursaries, funds and grants](#)

What's a Family Hub and how can it help young people?

Family Hubs – support for you and your family

Family Hubs are friendly spaces in your community (and online) where you and your family can get advice, support, and information. They're not just for little kids – they're here for young people aged 0 – 19 (and up to 25 if you have SEND). Whether you need help with mental health, education, careers advice, or just want to know what's out there for you, Family Hubs can point you in the right direction.

How to access a Family Hub:

Drop in to your local hub during opening times.

Call 01952 385465 for advice.

Visit online at [telfordfamilyhubs.co.uk](#)

Talk to A teacher, youth worker, or another professional can also refer you if you need extra support.

Wherever you live in Telford and Wrekin, there's a Family Hub ready to help you and your family.



Supporting your wellbeing

Young people told us they “*want to talk to someone who listens without judging, who has time for them and who supports them before things get too hard.*”

We know that life can feel overwhelming sometimes. Whether it's stress from school, managing friendships, or just feeling low; emotional wellbeing really matters.

Although we know that there are times when young people will need to access statutory services for mental health and wellbeing, we're also aware that sometimes needs are linked to things such as natural stress and challenges of growing up which is why having access to trusted and trained adults around is key to this strategy.

That's why we're working hard to make sure:

- * You get help **before things feel too big** to handle.
- * There are **trusted adults**—like youth workers or mentors—who are there for you.
- * You **have places to go, things to do**, and **someone to talk to**.

We're also making sure that support is easy to find through **Family Hubs**, which are places where you and your family can get advice, help, and join in with activities. If a young person has special educational needs or disabilities (SEND), we are making sure that there's support up to the age of 25.

What we're doing

- * Making sure youth workers and clubs are ready to support young people.
- * Creating more chances to have someone to talk to who listens.
- * Working with schools, health services, and Family Hubs to make sure support is joined up and easy to access.

What are youth workers?

Youth workers are professional who are all about helping you grow into the amazing person you're meant to be. Youth workers are adults who are trained to support young people like you. They're here to:

- * Help you learn new skills.
- * Encourage you to follow your passions.
- * Give you a safe space to be yourself.
- * Support you when life gets tricky.

They don't judge you. They listen, they care, and they're here to help you figure things out, whether that's dealing with stress, finding your confidence, or just having fun and making friends. Youth workers are really important people when it comes to rolling out our youth strategy.

We'll know this is having positive outcomes in this area because:

- * More young people will have improved emotional well-being
- * Young people will report that they feel **better emotionally** and know how to cope with tough times because of the improved support around them
- * There will be a decrease in the need for young people to access acute mental health and other statutory service

We're also working with health teams to make sure help is available for things like:

- * Mental health
- * Healthy eating
- * Staying away from harmful stuff like drugs and alcohol

Feeling safe in your community

"I just want to feel safe. I shouldn't have to worry when I'm out with friends or walking home." Is what a young person told us.

Feeling safe is super important. Young people told us that sometimes they don't feel safe in their community, and that's not okay. We want to work together to ensure that you:

- * Feel **safe wherever you go**.
- * Know how to **stay safe** and help others do the same.
- * Be able to **speak up** about things that aren't right and be listened to.



What we're doing

Lots of adults are working together already to improve our communities and ensure that everyone feels safe and this includes:

Page 14

- * Working with police, schools, and community leaders to fix problems.
- * Giving young people the opportunities to **share ideas** and help make our communities better.
- * Helping build **confidence, life skills**, and emotional strength so young people can stand up for what matters.

We'll know this is having positive outcomes in this area because:

- * Young people feel safe and know how to be safe
- * Young people report a decrease in community issues
- * Young people feel empowered to report and safely challenge community concerns

How we'll know it's working

We don't just want to talk about making things better, we want to prove it's happening. So, here's how we'll keep track:

- * We'll use a digital system to see how many young people are joining in, where they live, and what's working best.
- * Youth clubs and organisations will report back every few months to show what they've done.
- * We'll check every year to make sure there are enough activities and that they're good quality.
- * We'll do safety checks to make sure everything is running properly.
- * We'll be talking to partners in health, community, police and schools about services young people are accessing.
- * We'll be reviewing what is on offer and working well locally with town and parish councils.
- * And most importantly, **young people** will help us evaluate things through the **Voices in Unity network** and the **Youth Summit**.



A new online hub just for you

One of the most important things that we need to do is ensure that all young people know what is on offer, when and where, so we are improving our digital communication to help young people:

- * Find youth clubs and activities near you
- * Get advice and support
- * Use maps and filters to find what you need
- * Share feedback and ideas

It'll be easy to use and updated regularly, find out all the information at <https://youthoffer.telford.gov.uk/>

The Youth Matters national Youth Strategy [DCMS Youth Strategy accessible final](#) has been launched and our local Youth Strategy is clearly aligned to the priorities that have been identified. We believe our strategy it goes beyond the expectations laid out and will enable delivery of sustainable youth provision in our Borough, underpinned by partnership and co-production with young people.



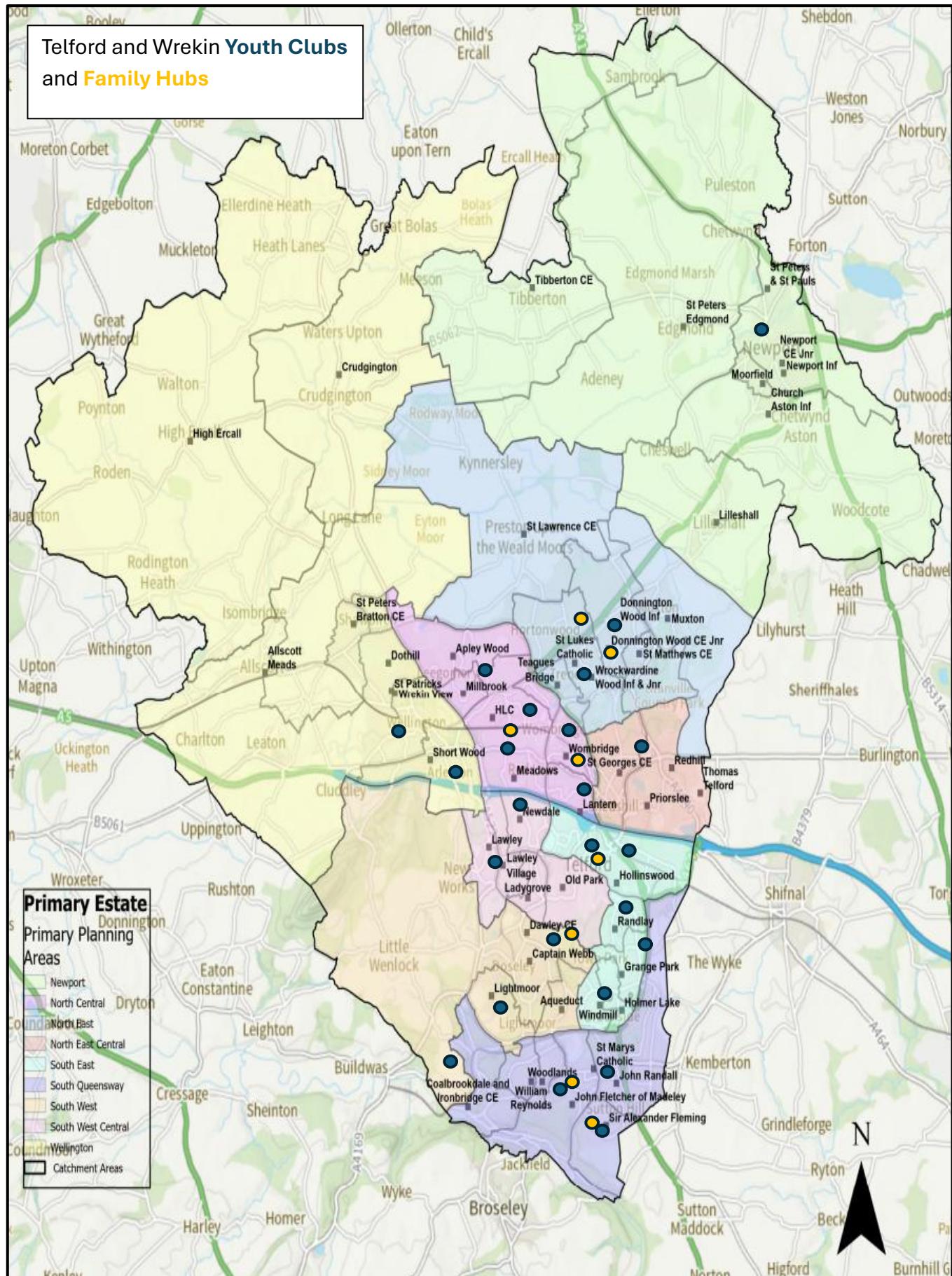
Final message to you

This strategy is your strategy. It's here to help you grow, feel safe, be heard and reach your full potential. Whether you want to join a youth club, speak up in a forum, or just have someone to talk to, we're here for you.

You're not just the future – you're the present. Together, we're building a Telford and Wrekin where every young person can achieve and succeed in a welcoming community that supports you.

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Appendix C Map of youth clubs and family hubs



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Appendix D Youth clubs and family hubs

Youth Clubs

Youth Club	Arlestone Community Centre - 4all Foundation	Arlestone	TF1 2AB
Youth Club	Brookside Central - 4all Foundation	Brookside	TF3 1LP
Youth Club	Brookside Youth Club - SYA	Brookside	TF4 1LP
Youth Club	Coalbrookdale Community Centre Multi-Sports Activities - 4all foundation	Coalbrookdale	TF8 7DX
Youth Club	Dawley Town Hall Youth Club- Dawley Parish Council	Dawley	TF4 3JR
Youth Club	Donnington Community Hub - DMYC	Donnington	TF2 7PR
Youth Club	Awaken Youth Club - TAARC	Hadley	TF1 6LP
Youth Club	Hollinswood Pavilion - 4All Foundation	Hollinswood	TF3 2DN
Youth Club	Ketley Community Centre - 4All Foundation	Ketley	TF1 5AN
Youth Club	Lantern Academy - 4All Foundation	Ketley Bank	TF2 0AZ
Youth Club	Lawley Youth Club - 4all Foundation	Lawley	TF4 2PR
Youth Club	Leegomery Community Centre - SYA	Leegomery	TF1 6NA
Youth Club	Lightmoor Youth Club - SYA	Lightmoor	TF4 3EG
Youth Club	Anstice Youth Club - SYA	Madeley	TF75BD
Youth Club	The Hub Newport - Newport Hub	Newport	TF10 7BH
Youth Club	Salvation Army Hall Oakengates - 4all Foundation	Oakengates	TF2 6AQ
Youth Club	XYZ Telford - SYA	Overdale	TF3 4JL
Youth Club	CALM - Barnardos	Randlay	TF3 2LH
Youth Club	St George's C of E Primary School - 4all Foundation	St George's	TF2 9LJ
Youth Club	Fun Zone - Stirchley and Brookside Parish Council	Stirchley	TF3 1ET
Youth Club	Hub on the Hill - 4All Foundation	Sutton Hill	TF7 4HG
Youth Club	Shout Out Young People's Group - SEND IASS	Town Centre	TF3 4JL
Youth Club	Young Carers Youth Club- Young Carers Telford Carers	Town Centre	TF3 4JL
Youth Club	Telford and Wrekin Interfaith Council Youth Club - SYA	Wellington	TF1 1LU
Youth Club	Next Gen Youth Club - Parklane Centre	Woodside	TF7 5QZ
Youth Club	Park Lane Centre - 4all Foundation	Woodside	TF7 5QZ
Youth Club	Club 2000 - Club 2000 Sports and Leisure	Wrockwardine Wood	TF2 7AB
Youth Club	Wrockwardine Wood Parish Rooms - 4all Foundation	Wrockwardine Wood	TF2 7AH

Family Hubs

Family Hub	Evergreen Family Hub	Dawley	TF4 2EX
Family Hub	Damson Family Hub	Donnington	TF7 5HX
Family Hub	The Silver Threads	Donnington	TF2 6EP
Family Hub	Hazel Family Hub	Hadley	TF1 5NU
Family Hub	Walnut Family Hub	Madeley	TF7 5HX
Family Hub	Oak Family Hub	Oakengates	TF2 6EP
Family Hub	Silver Birch Family Hub	Sutton Hill	TF7 4HG
Family Hub	Cherry Blossom Family Hub	Central Park Telford	TF2 9TU

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Borough of Telford and Wrekin
Cabinet 6 January 2026
Armed Forces Covenant Annual Report

Cabinet Member:	Cllr Paul Davis – Cabinet Member: Communities & Civic Pride
Lead Director:	Anthea Lowe - Director: Policy & Governance
Service Area:	Policy & Governance
Report Author:	Jon Power – Policy, Insight, Partnerships & Elections Service Delivery Manager
Officer Contact Details:	Tel: 01952 380141 Email: jon.power@telford.gov.uk
Wards Affected:	All Wards
Key Decision:	Key Decision
Forward Plan:	Not Applicable
Report considered by:	SMT – 2/12/2025 Business Briefing - 11/12/2025

1.0 Recommendations for decision/noting:

It is recommended that Cabinet:-

- 1.1 Notes the progress made in delivering the Council's "offer" to the borough's Armed Forces community and particularly, the opening of the Christopher Turley Armed Forces Community Hub; and
- 1.2 Approves £55,000 funding to drive and enhance the Council's armed forces covenant offer.

2.0 Purpose of Report

- 2.1 The Council has made a clear, sustained, commitment to support the Borough's armed forces community. This report provides an update on the work undertaken during 2025/26 to:-
 - Support our Armed Forces community within the Borough;
 - Meet the Council's commitments to the Armed Forces Covenant; and

- Further develop the offer made by Telford & Wrekin Council, and partners, to support our Armed Forces Community and those with an armed forces connection.

3.0 Background

3.1 In 2012, as part of its early commitment to our Armed Forces Community, Telford & Wrekin Council was one of the first in the UK to sign the Armed Forces Community Covenants (as it was then known). Since then, significant progress has been made in the delivery of our commitments to the Covenant. Through the development of the Armed Forces Covenant Partnership, and that work that it undertakes, a total of 163 organisations and businesses within the Borough have signed the Covenant. Numbers of signatories are reported at a county-level and, the geographical county of Shropshire has one of the highest numbers within the West Midlands region.

3.2 The Armed Forces Covenant is a pledge that acknowledges and understands that those who serve or who have served in the Armed Forces, and their families, should be treated with fairness and respect in the communities, economy and society that they serve. In November 2022, the Armed Forces Act 2021 introduced a legal obligation for local authorities to pay due regard to the principles of the Armed Forces Covenant when carrying out their functions in respect of education, housing and healthcare. The Council has gone further and has committed to supporting the Armed Forces Community in the widest sense. This comprises:-

- Serving personnel;
- Veterans;
- Reservists;
- Cadet Forces; and
- Family members of all of the above.

Summary of Progress

3.3 In 2021, a significant investment was made by the Council in the appointment of an Armed Forces Partnership Officer who acts both on a strategic level advising subject leads on all matters related to the Covenant whilst also handling referrals from our Armed Forces community. This has led to a significant year on year increase of complex referrals that we receive primarily from our Adult Social Care Practitioners, partner organisations and Borough Councillors. The definition of 'complex' is defined as an individual having two or more support needs which often requires a multi-agency approach.

3.4 Over the last twelve months, we have continued to broaden our outreach activities through closer multi-agency partnership working, across the borough, to reach as many individuals as possible. At present, the Armed Forces Outreach programme exceeds 55 hours each month (excluding any activities or opening hours at the new Hub) and includes, amongst other things:-

- Armed Forces Community Cafes – these are funded by Telford & Wrekin Council who commission Telford Mind to deliver them. They are also supported by some of the Town & Parish Councils – meet the 1st & 3rd Wednesday of each month in **Donnington** and the 2nd & 4th Monday of each month in **Dawley**.
- Models for Heroes (M4H) – the room hire is funded by the Telford & Wrekin Councillors' Pride Fund or by the relevant Parish Council – meet the 1st & 3rd Tuesday in **Leegomery**, the 2nd & 4th Tuesday in **St. Georges** and the 1st & 3rd Wednesday in **Sutton Hill**. M4H supports former and current members of the Armed Forces & Emergency Service by promoting the use of model making as a therapeutic and meaningful activity. A further M4H is shortly going to open in Wellington library.
- Veterans' & Spouses' Craft & Sewing Group which meets the 2nd & 4th Friday afternoon of each month in **Donnington**.
- Armed Forces Community Art Lessons take place each Thursday in **Donnington**.
- The following Armed Forces Drop-In Sessions meet monthly:
 - **Stirchley** – 1st Thursday.
 - **Newport Library** – last Wednesday.
 - Priorslee House, **Priorslee** – last Friday.
 - **Lawley Community Hub** – 3rd Friday.
- Armed Forces Community & Ex-Emergency Services Personnel Brunch at the Horsehay Village Golf Club on the last Sunday of each month.

3.5 The following extracts are from two recent testimonials from regular attendees:

1. *"Whilst my disabilities will never go away I now have a purpose in the community, a new set of friends and something to look forward to each week. The Models for Heroes Groups and Art Classes have been positive in embracing what I can do rather than focus on what I can't. Per Ardua.¹"*
2. *"Modelling can be a very isolating hobby. It was for me as I did it in isolation and although I love what it does, for me I was lonely. Sometimes we get involved outside of our modelling activities such as Smallwoods and we had a group day at Cosford which was excellent, we are already planning our next trip out as a group. This of course builds friendship and camaraderie, and I would count all who I have met in these endeavours friends for life.*

I have met some amazing people from within the Council without whose ongoing support in these difficult times, starting these groups would have been impossible. To sum up I would say that Models for Heroes saved my life at a time when I felt quite vulnerable and that it is an honour for me to give something back to the charity."

3.6 Since 2019, the Council has held an annual Armed Forces Day celebration event for Armed Forces' families and residents supporting and recognising the contribution of our Armed Forces community. This year's event, the seventh of its kind, marked the culmination of a week of celebrations when the public were encouraged to show their support and appreciation for our Armed Forces including

¹ The complete phrase, "Per ardua ad astra," is the official motto for the RAF and other Commonwealth Air Forces. It signifies that achieving great things is possible through hard work and overcoming adversity.

local Cadet Units who take part. The Event is delivered with input and attendance from all our local and national Armed Forces Charities, signatories to the Covenant and Defence Industry partners. This year's attendance was around 5,000 people and it was widely supported by partners and residents.

3.7 To recognise their conspicuous and dedicated service to the Borough, at a special meeting of Telford & Wrekin Council on Thursday 15 May, councillors voted unanimously to recognise D (Shropshire Yeomanry) Squadron, who are based at the Army Reserve Centre in Dawley, with Freedom of the Borough.



Shropshire Yeomanry receiving the Freedom of the Borough

The Christopher Turley Armed Forces Community Hub

3.8 Following an extensive consultation exercise in January and February 2025, including fifteen face-to-face events across the borough and an online survey, there was a soft launch of the new Christopher Turley Armed Forces Community Hub on the 14th July 2025. This was followed by the official opening on the 24th October 2025. The Hub provides a community space for serving armed forces personnel, veterans and their families, offering tailored support and services in a welcoming environment.



The Chris Turley Armed Forces Hub being officially opened by his son Andy.

3.9 The Hub has been developed in partnership with Great Dawley Town Council and Telford Mind and is currently open from 10AM to 3PM on Mondays, Wednesdays and Fridays. Special events are held throughout the year including a very successful Festive Breakfast which took place on Saturday 22nd November 2025. This event was attended by around 100 people and included members of our armed forces community who had not, previously, visited any of the other services provided by the Council or its partners. In developing the Hub's programme other events are already planned for January and February 2026 as well as for Easter. A key focus from January will be the provision of specialist advice from Council and partner services as "drop in sessions" at the Hub. This will include sessions on, for example, education and skills, housing support, and Family Hubs.



The Festive Breakfast

3.10 An application has been made to create a Community Interest Company (CIC) which will provide governance for the Hub going forward with the shadow board now in place. A key next step is to recruit a Hub Manager to take the lead role in further developing the Hub and oversee a programme of events tailored to meet the needs of the armed forces community. Cabinet are asked to approve one-off in-year funding in the sum of £8,750 and to recommend that Full Council approves one-off funding of £35,000 which will be match funded by Great Dawley Town Council for salary and on costs of this role.

3.11 Whilst the initial funding for this post is sought from Telford & Wrekin Council and Great Dawley Town Council, work is underway to bid for funding from a number of national funds so that the CIC becomes self-funded and is sustainable for the long-term.

3.12 In the first quarter of 2026, work will also commence in creating a volunteer programme for the Hub to help deliver a range of activities. Further, we are looking to connect with other similar endeavours from across the country and undertake a joint visit to the National Arboretum later in the year.

Armed Forces Outreach & Referrals

3.13 Since 2023, the Council has employed a fixed-term Armed Forces Outreach Worker initially funded by the Armed Forces Covenant Trust Fund for 12 months. This post includes responsibility for running the Armed Forces Volunteer Scheme, which consists of a team of eight volunteers (from our Armed Forces community), who bring first-hand knowledge, understanding of, and empathy to, the needs of our serving personnel, veterans and family members. The funding for the Armed Forces Outreach Worker (fifteen hours per week) is due to end mid-June 2026.

3.14 Referrals for our Armed Forces community (approximately, 30+ each month) arrive from a variety of sources including Adult Social Care, the NHS including Op Courage (Veterans' Mental Health Service) and the Shrewsbury & Telford Health Trust, local service providers, schools and, of course via self-referral, often from attendees at our Outreach events or via social media pages. When individuals present in crisis, our referral casework focuses on rapid, co-ordinated support to stabilize the situation and address immediate needs. We work closely with other areas of the Council e.g. Adult Social Care, Telford Crisis Support etc., and trusted partners including mental health services providers and Service charities to ensure timely interventions. Each case is handled with sensitivity and urgency, prioritising safety and wellbeing while maintaining clear communication with the individual and relevant agencies.

3.15 Beyond the immediate response, we place a strong emphasis on long-term recovery and resilience. Members of the Armed Forces community may often go in and out of crisis because their challenges can be influenced by multiple triggers including social isolation, mental health fluctuations, housing instability etc. Because these factors can change over time, an individual who appears stable may later face a new trigger that pushes them back into crisis and it is quite common for support to be required for several years and to be ongoing. For our Armed Forces community, proactive engagement and long-term support are essential – helping veterans build resilience and connections.

3.16 By fostering collaboration between statutory services, charities, and community organisations, we can build a comprehensive support framework that addresses both current challenges and future wellbeing. However, complex cases can take up a considerable amount of resources including staffing hours over an extended period. It is therefore recommended that a budget allocation of £15,000, for all staffing costs, is approved to transition the current fixed-term Armed Forces Outreach Co-ordinator post into a permanent position. Making the post permanent will safeguard the expertise and relationships already established and enhance stability, ensuring that our Armed Forces community receive consistent, high-quality support as part of our commitment under the Armed Forces Covenant. .

3.17 Recently, we have also committed to attending the new Live Well Hubs that meet twice a month in Donnington and to run a fortnightly Outreach Stand at the Princess Royal Hospital. Our Armed Forces Outreach continues to successfully provide help and support to all our Armed Forces community and we work closely with the Ministry of Defence (MOD), Services charities, Telford Mind and other organisations such as our Town & Parish Councils, Age UK and Citizens Advice. Each month, attendance averages at between 200 to 250.

3.18 The Council's Armed Forces Outreach programme goes well beyond the minimum Covenant obligations that many other local authorities deliver. Our events regularly attract veterans etc. from across the whole of the West Midlands. We work closely with, and support, our Veterans' Breakfast Clubs, the Royal British Legion clubs, Newport Navy Club and other Service charities that are operating across the borough. We are able to ensure that seamless support is in place which creates a joined-up system aimed at making sure no individual falls through the cracks. By

removing duplication, and ensuring clear communication between service providers, veterans and their families receive timely, tailored assistance that respects their service and meets their unique needs. This approach not only improves outcomes but also reinforces the Armed Forces Covenant commitment to fair treatment and lasting support.

3.19 At present, there is no ongoing budget allocation for the above Armed Forces Outreach – the exception being the Armed Forces Community Cafes. We are therefore seeking an allocation of £5,000 per annum to strengthen these activities which continue to play a vital role in engaging veterans, reservists and their families across the borough. This budget will enable us to deliver targeted events and partnership initiatives that promote the Armed Forces Covenant and ensure accessible support for those who have served etc. The investment will help build trust, increase engagement, and create lasting connections between the Armed Forces community and local services, ultimately fostering resilience and inclusion and bridging the gap between military and civilian life.

Armed Forces Staff Network

3.20 Our Armed Forces Staff Network, which was established in 2023 and is chaired by the Director: Prosperity & Investment, continues to meet regularly and membership now stands at twenty plus employees. The Network is open to veterans, Reservists, Cadet Volunteers, family members and staff who have an interest in championing awareness of equality for our Armed Forces community and acting as an ally. The overarching aim of the Staff Network is to positively support and influence the future of our employees, our communities and our local businesses and organisations making a real difference with regards to our commitments to the Armed Forces Covenant and equality and diversity.

3.21 During the last twelve months, the Network has played a major role in promoting the recent Lesbian, Gay, Bisexual & Transgender (LGBT) Restorative measures (together with the LGBTQ+ Employee Group) which were introduced in recognition of the impact of historic law prohibiting same-sex sexual activity, and the policy prohibiting LGBT Service personnel from serving in HM Armed Forces. Our Network has also worked collaboratively with the Disability Employee Group to raise awareness of disabilities amongst our veteran residents and employees. The Network also assisted with the revalidation of the Council's Defence Employer Recognition Gold Award.

Advocacy

3.22 A key focus of our Armed Forces Covenant commitment is to support local businesses and organisations in demonstrating their support to our Armed Forces community including signing the Covenant. To date, 165 organisations, across Telford & Wrekin have signed the Covenant – 14 of these signatories have taken place in the last 12 months. We regularly receive feedback about how these organisations have benefited greatly from being able to build a reputation as being Forces-friendly – at a time when public support for our Armed Forces is at an all-time high. It should be noted that these figures do not include organisations that have Headquarters outside of the borough e.g. Shropshire Fire Service,

Shrewsbury & Telford Hospitals Trust (SaTH) etc. The MOD have stated that “advocacy for the Covenant is in the DNA of Telford & Wrekin Council”.

3.23 The Veteran Friendly GP Practice Accreditation Scheme supports Practices to deliver the best possible care and treatment for veterans who have served in the UK Armed Forces and their families. The Scheme helps GP practices to identify, code and support their veteran patients, which is important as the healthcare needs of veterans can be different to the general population. Since the launch of the Scheme, we have worked with NHS partners, and directly with GP Practice Managers, and to date, all but three across the borough have gained the accreditation. A recent survey has shown that veterans are far more likely to seek medical help if they know their GP practice is veteran friendly, and we have seen first-hand the benefits to our Armed Forces community.

3.24 The recently launched Veteran Friendly Framework (VFF) is designed for use in residential settings for older people and it supports care providers in identifying veterans and their partners in order to meet their wellbeing needs effectively. The VFF helps to address social isolation amongst veterans, and partners, by creating a sense of camaraderie and belonging. Undertaking the Framework requires care homes to evidence strong links with their local communities including local authorities, Service charities and military organisations etc.

3.25 In July 2025, Priorslee House (HC One) and Hatton Court were the first two care providers, in the borough, to gain accreditation to the Framework. We have worked closely with both homes prior to this date in support of their accreditation and we currently run a monthly Armed Forces Drop-In Session at Priorslee House and Hatton Court regularly bring their veterans to our modelling groups and craft & sewing sessions. In turn, our veterans regularly attend events at both care homes and we have seen strong friendships develop.

Revalidation of the Defence Employer Recognition Scheme (DERS) Gold Award

3.26 In 2020, the Council was awarded the DERS Gold Award which has to be revalidated every five years. The process for revalidation was significantly different from the original nomination, however, the Council is now in a considerably stronger position in demonstrating that we go above and beyond in supporting those who serve or have served and their families. The Gold Award still remains the highest badge of honour for employers who support the Armed Forces community and uphold the Armed Forces Covenant.

3.27 Areas that required further development to secure the revalidation, and which has been delivered, included:

- The creation and introduction of a new Reserves Mobilisation Framework which sets out the rights and responsibilities of Reservists and their employers when the Reservist is called up for service (mobilisation) and when they return to work e.g. accrual of leave.
- In addition to the West Midlands Jobs Platform, all job vacancies are now advertised on the Forces Families Jobs website and selected vacancies on the Career Transition Partnership website.

- Update and revision of several policies including the Recruitment & Selection Guidance, Reserve Forces Guidance Note and the Equal Opportunities Charter.
- Introduction of a new system on MyView to capture data of existing staff who have an Armed Forces connection.

3.28 The announcement of the revalidation application, and whether or not the Council has been successful, is expected in March/April 2026.

4.0 Moving Forward

Extension to the Armed Forces Covenant Duty

4.1 5The Armed Forces Covenant core principles were enshrined in law in the UK through the Armed Forces Act 2011. Since 2022, the legal duty to give due regard to the needs of the Armed Forces community has applied to local authorities, state funded schools and NHS bodies in their delivery of housing, education and healthcare. This Government made a manifesto commitment to implement the Armed Forces Covenant fully into law to strengthen support for the Armed Forces community and renew the contract with those who serve and have served.

4.2 The extended Covenant Legal Duty, to be introduced in 2026, will remain as a duty of due regard to Covenant principles but will increase the scope of those obliged to follow the duty and cover more policy areas. Each policy area covered will also be much broader. The extension of the Legal Duty will encompass all UK Government Departments and Devolved Governments, across the following policy areas: Housing, Education, Healthcare, Social Care, Childcare, Employment & Service in the Armed Forces, Personal Taxation, Welfare Benefits, Criminal Justice, Immigration, Citizenship, Pensions, Transport and Service-Related Compensations.

4.3 The broad approach taken with the new Legal Duty will place the Armed Forces community at the heart of decision making. Ensuring they are woven into the fabric of our policy decisions marking a step closer to delivering the nations promise to ensure the Armed Forces community does not face service-related disadvantage. The MOD is currently working on producing training materials, webinar training sessions, downloadable resources and updated statutory guidance. These will help organisations comply with their legal obligations. Within the Council, we continue to work closely with the MOD, and other local authorities, including highlighting our best practices and successes.

Operation VALOUR

4.4 Operation VALOUR, launched in May 2025, is a UK Government initiative backed by £50 million to create a coordinated national support network for veterans and their families. Its primary goal is to end the fragmented “postcode lottery” of services by establishing VALOUR-recognised centres as one-stop hubs for housing, health, employment, and welfare. The programme will link regional Field

Officers with councils, charities, and service providers, while a central VALOUR HQ will oversee training, quality assurance, and data-driven planning.

4.5 The initial phase, which will run from **2025 to 2028**, will focus on housing, mental health, employment, and welfare support. Future plans include expanding the network to cover the wider Armed Forces community, aligning with the Armed Forces Covenant. By integrating services and using data to identify gaps, VALOUR will aim to deliver consistent, accessible support and measurable improvements in veterans' wellbeing across the UK.

Royal British Legion's Credit Their Service Campaign

4.6 The Royal British Legion's *Credit Their Service* campaign is one which asks public sector organisations to discount any service-based benefits to be disregarded when accessing other benefits that are means-tested.

4.7 Whilst the Council already disregards the majority of service-related benefits where permitted, it is recognised that more can be done in relation to Service Invaliding Pension (SIP) – this is paid when an individual is retired from the military on the grounds of ill-health or injury but where that injury or illness has not been as a result of their service. Therefore, the Council intends to consult on a proposal that, for the purpose of council Tax support, the SIP should also be disregarded.

5.0 Alternative Options

5.1 The Council could choose not to approve the proposals described in this report. However, this will increase unmet need within the Armed Forces community and potentially increase demand on acute services of both the Council and its partners.

6.0 Key Risks

6.1 Without the funding and proposals set out within this report, the Council cannot maintain its current service provision to the Armed Forces Community or meet future need if our ambition to deliver an Armed Forces Community Hub is not developed.

7.0 Council Priorities

7.1 The proposals set out in this report supports the following Council priority:

- Every child, young person and adult lives well in their community
- All neighbourhoods are a great place to live
- Everyone benefits from a thriving economy

8.0 Financial Implications

8.1 The costs associated with the Armed Forces Outreach Co-ordinator and Armed Forces Hub Manager would need to be considered within the Medium Term Financial Strategy (MTFS) as there is no budget provision in 2025/26. These costs

total £55k and if approved by Cabinet will be built into the MTFS for 2026/27 to 2029/30 to be approved by Full Council on 26 February 2026. There is a small commitment for the Armed Forces Hub Manager in 2025/26 of £8.75k that would need to be met from existing resources.

8.2 Other cost implications included in the report such as the Community Cafes and West Midlands Jobs Platform are funded from existing budgets.

9.0 Legal and HR Implications

9.1 Under the Armed Forces Act 2021, the Council has a legal duty to ensure that it considers armed forces service when delivering some of its statutory functions. Whilst not directly related to the provisions of the Armed Forces Act, the proposals contained in this report provide an innovative way to address and discharge some of those duties.

9.2 Advice will be provided on an ongoing basis in respect of the proposals contained in this report and specific legal implications relating to the individual proposals will be provided at the appropriate time.

10.0 Ward Implications

10.1 The proposed developments set out in this report will have positive impact for the armed forces community across the borough.

11.0 Health, Social and Economic Implications

11.1 The proposed approach to supporting the borough's Armed Forces community aims to:

- support the mental wellbeing of veterans and their families;
- ensure that barriers to services by the families of those currently Serving or veterans and their families are removed.

Equality and Diversity Implications

11.2 The proposed approach in this report is focussed on addressing the barriers faced by the Armed Forces community playing their full role in society. The commitment to do so is articulated in the Council's Equality, Diversity and Inclusion Strategy 2022 to 2026 and the Council's commitment to treat military service as a protected characteristic.

12.0 Climate Change and Environmental Implications

12.1 There are no direct climate change and environmental implications from this report.

13.0 15.0 Background Papers

13.1 None.

14.0 16.0 Appendices

14.1 None.

15.0 Report Sign Off

Signed off by	Date sent	Date signed off	Initials
Legal	25/11/2025	27/11/2025	AL
Finance	28/11/2025	1/12/2025	MB