



**Telford & Wrekin**  
Co-operative Council

Protect, care and invest  
to create a better borough

# Council Plan

## 2022/23 to 2025/26

**Telford & Wrekin Council 2022**

Version 1.1

#onyourside



# Introduction

## Welcome to Telford & Wrekin Council

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

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

These commitments have now been delivered. We’ve done this despite the ongoing financial challenges we face as a result of continued and sustained government cuts requiring us to deliver over £133m of savings each year. The government is yet to confirm how local authorities will be funded in the future.

Much of the past two years has seen the council responding to the Covid-19 pandemic, demonstrating our commitment to residents to be “on your side”. We are extremely proud of how the borough has come together in response to this challenge, as we have worked together to protect the most vulnerable.

Now we are determined that as we get back to a more normal way of life, we do so with renewed energy. Being “on your side” is about the day to day business of the council as well as responding to emergencies. To drive this, and to “create a better borough”, we have invested £16m into:

- community actions teams to keep local spaces cleaner and greener
- top quality events and activities
- our wonderful parks
- our high streets so that they are, once again, great places to meet, shop and do business
- our fight against climate change
- borough wide community safety projects
- enhancing and protecting our precious green and open spaces

We have been able to make this investment because of our strong and effective financial management since 2011. And now we are able to freeze the base rate of council tax for the next two years because we recognise the cost of living pressures many residents are facing. We are truly on the side of our residents.

In this Plan, we have identified five priorities to deliver our vision. These reflect our ambition and aspirations for the borough and the outcomes we want to achieve.

At the heart of this is tackling the inequalities that exist in our communities. We will build a strong, clean economy where all our communities can prosper and are resilient and healthy. At the heart of this will be the action we take to protect our environment and our commitment to playing our part in tackling the climate emergency.

As an award winning co-operative council, our approach will always be informed by the views and voices of our residents, communities and partners. We will remain evidence led and community focused because this will shape and influence what we do and how we do it.

Together we will  
continue to create  
a better borough



Cllr Shaun Davies  
Council Leader



David Sidaway  
Chief Executive







Telford and Wrekin - The borough



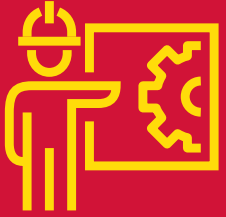
Economy GVA per capita **higher than West Midlands average**



Population **181,200** to grow to 198,800 by 2031



Skills & Education People with **NVQ level 4 increased to 30.4%**



Employment **17.2% manufacturing**



Housing **1000+ net new builds** for each of the past 3 years



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



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



Tourism **4.5 million visitors** £800m Economic benefit



Health **Physically Active Adults increased to 63.5%** from 55.4% in 2016/17





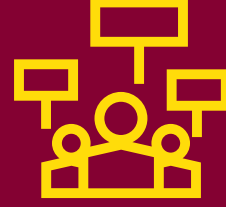
# Telford & Wrekin - The council



Unitary Council  
Created 1998



We have 54 Councillors  
30 Wards



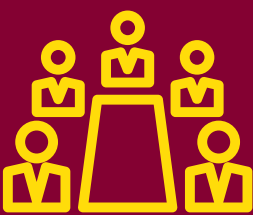
Labour 35  
Conservative 14  
Liberal Democrats 4  
Independent 1



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



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



Workforce the Council has a  
workforce of **2000 FTE employees**



Net revenue budget  
**in 2021/22 of £131m**  
and our gross budget is £411m



Council tax **Lowest in the Midlands**  
at £1,421 for a band D property in 2021/22



Capital programme  
**of £318m over the medium-term**





# Making the borough a better place to live



## Judged Outstanding

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



## Judged Outstanding

for our **Adult Social Care** Shared Lives service



## Supported

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



## Telford Land Deal

Delivered **617 new homes** and **1250 new jobs**

Recognised by LGA Peer Review: as a Council that **"has a relentless focus on neighbourhoods and very high standards that it works constantly to attain and exceed. It is an organisation that is striving constantly to deliver for local people."**



## Built 420 homes

through our wholly-owned **housing company NuPlace** with 58 under development



## Delivered £133m savings

our **Council Tax** is the **lowest in the Midlands**



## Telford Town Park

voted **Best Park** in the West Midlands



## Invested £50m

**to improve roads and streets** through our Pride in our Community programme



# Our plan

We have made many great strides to improve our services and outcomes for local people, whilst managing continued financial pressures.

Since 2010, we have delivered budget savings of over £133 million each year which were necessary as a result of funding reductions imposed by Government, at a time when we have experienced significant increase in demand on our services.

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

- Protected the most vulnerable through “outstanding” children safeguarding services and adult Shared Lives services
- Attracted and secured investment to create jobs

## ■ Delivered 1000+ new homes each year

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

These differences have been amplified by Covid-19 which has had a significant impact on the local economy and employment levels, particularly in the retail sector. The number of people unemployed in the borough has risen. To deliver better outcomes for everyone, and address these inequalities, we need to maintain and sustain the progress we have made growing and strengthening our economy and to support its transition to a clean economy.

In addition, we will tackle those issues which impact on the potential of some of our communities and to enhance their resilience and prosperity. We want to ensure that everyone in the borough has the same life chances, irrespective of their background.

As a Cooperative Council we recognise that residents are best placed to understand the issues that they face, the priorities for their area and to lead the development of solutions to these issues. We also recognise that, at times, they may require support from the Council and other partners – it is at these times we show our commitment to residents to be “on your side”.

- Our Council Plan sets out how the Council will operate and what we will focus on delivering. At the heart of this is our vision to “protect, care & invest to create a better borough” which we will deliver through four priorities:
- Every child, young person and adult lives well in their community
- Everyone benefits from a thriving economy



- All neighbourhoods are a great place to live
- Our natural environment is protected, and the Council has a leading role in addressing the climate emergency

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

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

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

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

## Openness and Honesty

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

## Ownership

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

## Fairness and Respect

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

## Involvement

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





# Delivering our vision to protect, care and invest to create a better borough

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

### Capital investment into this priority: £28.5m

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

Key outcomes we will work towards:

- children and young people are as prepared as possible for independent, successful adulthood
- children live in safe and supportive families wherever it is safe to do so

- pregnancy and birth outcomes for women, their babies and families are good for everyone
- everyone, whatever their background, receives the quality education and training they need to secure and maintain employment in an ever changing job market
- provide opportunities for all and help young people to stay living and working within the borough
- every learner feels safe in a setting appropriate to their needs
- people help themselves through the provision of early information and advice
- families can access good quality, affordable housing to grow within their communities
- where it is safe to do so, support people to live independently
- people are safe and live a life free from abuse
- everyone is as healthy as possible and health inequalities are reduced
- incidents, outbreaks, and emergencies are dealt with effectively



## Everyone benefits from a thriving economy

### Capital investment into this priority: £95.3m

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

Key outcomes we will work towards:

- jobs are created and protected through growth and investment
- business resilience and productivity is increased through entrepreneurship and innovation
- all age unemployment is addressed by connecting residents to jobs, support and training
- the leisure and business visitor economy recovers and grows
- our borough town high streets are regenerated to create local growth and employment





## All neighbourhoods are a great place to live

### Capital investment into this priority: £148m

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

Key outcomes we will work towards:

- community groups and volunteers become more active in the community
- equality and positive relationships have been advanced by providing opportunities for people to connect and work together
- ownership and pride in neighbourhoods has been enhanced by protecting our communities
- residents will feel safe and protected in their neighbourhood
- the borough is kept moving and well connected through sound investment
- sustainable travel walking and cycle routes are developed and improved

- good quality, sustainable, affordable housing is accessible for all

- our most vulnerable people can access housing that supports and empowers independence

- children and young people can access good quality educational provision in their local community

- pride of place is enhanced through cultural and community events

- pride of place is enhanced by addressing problem sites and buildings

- financially vulnerable residents are protected and inequality has been reduced through our welfare policies



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

### Capital Investment into this priority: £5.6m

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

Key outcomes we will work towards:

- our heritage is protected and championed
- habitats and wildlife are protected and enhanced
- the Council and borough is carbon neutral by 2030
- communities are resilient to the impact of climate change





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

**Capital Investment into this priority: £40.8m**

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

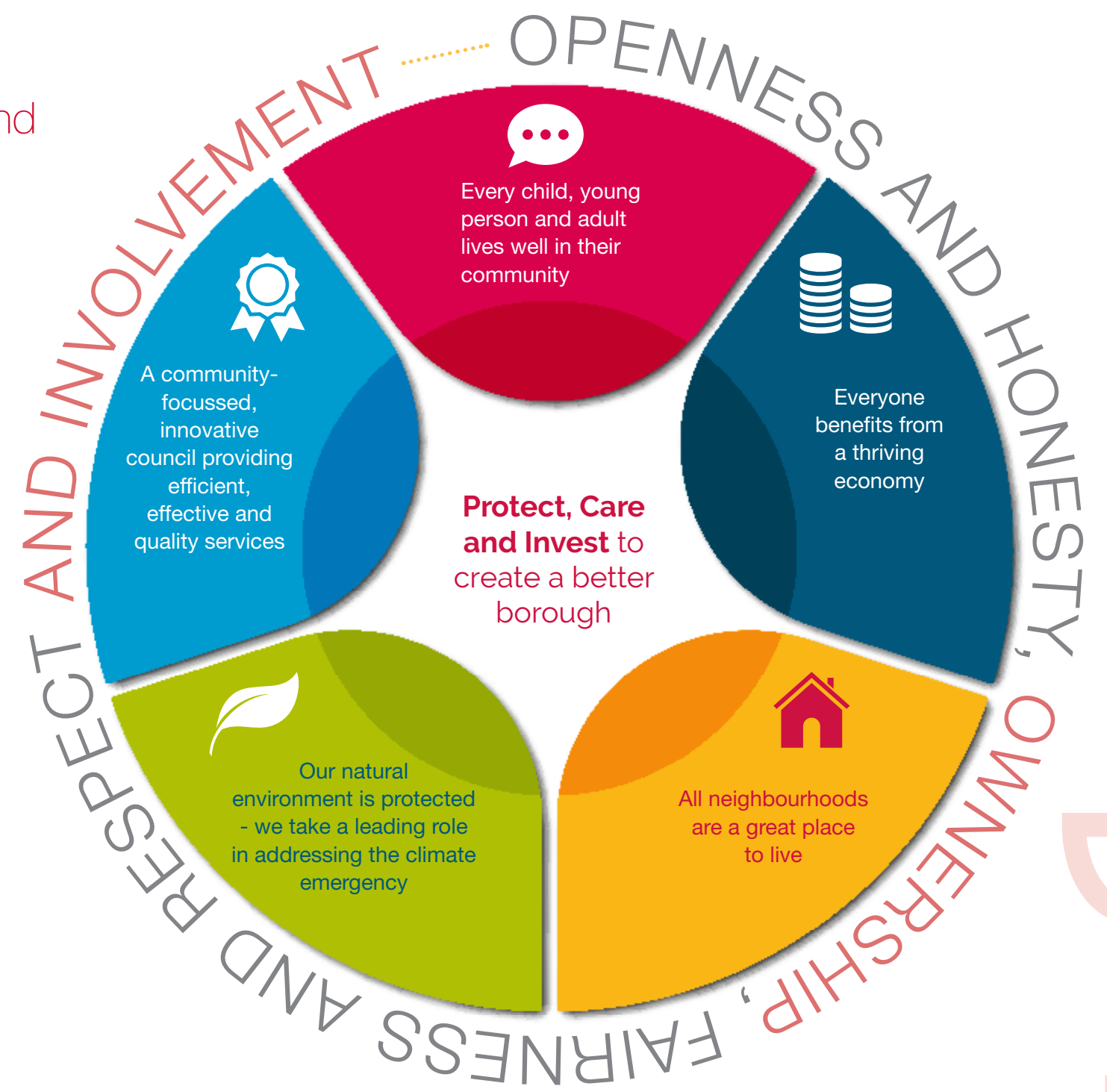
Key outcomes we will work towards:

- local people, organisations and businesses are consulted and involved in the development of services and able to influence decisions that shape the place they live in
- all communities are engaged in local democracy

- the Council is recognised as an employer of choice with a workforce that is empowered, skilled, diverse and responsive and is proud to work for the Council
- our customer experience is the best possible and facilities are accessible to all
- our ICT infrastructure is secure, reliable and resilient
- continue to deliver a balanced budget and unqualified opinions from our external auditors.
- governance and decision making is transparent and evidence-led



Our Vision,  
Priorities and  
Values





### **Policy and Development**

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